



City of Hamilton

EMERGENCY & COMMUNITY SERVICES COMMITTEE REVISED

Meeting #: 23-004
Date: March 23, 2023
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

1. CEREMONIAL ACTIVITIES

2. APPROVAL OF AGENDA

(Added Items, if applicable, will be noted with *)

3. DECLARATIONS OF INTEREST

4. APPROVAL OF MINUTES OF PREVIOUS MEETING

4.1 February 16, 2023

5. COMMUNICATIONS

- *5.1 Correspondence from Carmen Orlandis, Ward 3 Stinson Elder respecting the Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide)

Recommendation: Be received and referred to Item 10.2, Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide)

6. DELEGATION REQUESTS

- 6.1 Hafeez Hussain, respecting the controls and verification process in the Healthy and Safe Communities in administrating the Ontario Works and ODSP Programs (for a future meeting)
- *6.2 Jean Fair, respecting Radial Separation and Moratorium and Item 10.2, Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) (for today's meeting)
- *6.3 Manny Figueiredo, President & CEO YMCA of Hamilton, Burlington and Brantford, programs and services the WMCA delivers to support homelessness prevention, and an overview of the complexities and challenges facing the delivery of service at their 174-bed Men's Transitional Living Residence at 79 James Street South in Hamilton.
- *6.4 Katherine Kalinowski, James Moulton, Shawn MacKeigan, Salvation Army, Good Shepherd and Mission Services, respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) REVISED
- *6.5 Kayla Hagerty, respecting Item 8.1, Ending Chronic Homelessness (HSC23021) (City Wide) REVISED

7. DELEGATIONS

- 7.1 Joanne Santucci, Hamilton Food Share, respecting the Status of Hamilton's Emergency Food System (approved at the February 16, 2023 meeting)
- 7.2 Ingrid Waisgluss, respecting Recreational Facilities (approved at the February 16, 2023 meeting)

8. STAFF PRESENTATIONS

- 8.1 Ending Chronic Homelessness (HSC23021) (City Wide) REVISED

Note: Report HSC23021 and Appendix C are revised, and an additional Appendix "E" has been included on the agenda

9. CONSENT ITEMS

- 9.1 Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update 2022 (HSC19026(b)) (City Wide)
- 9.2 Advisory Committee Minutes
 - a. LGBTQ Advisory Committee - January 17, 2023
 - b. Seniors Advisory Committee - January 6, 2023

c. Seniors Advisory Committee - February 3, 2023

10. DISCUSSION ITEMS

10.1 Procurement of Physiotherapy Services at Municipal Long-Term Care Homes (HSC23014) (Wards 7 and 13)

10.2 Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide)

REVISED

11. MOTIONS

11.1 Golf Courses in the City of Hamilton Overview REVISED

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

*13.1 Amendment to the Outstanding Business List

*a. Item to be removed:

*a. 22-A: Comprehensive, Human-rights Based, Health-focused Housing Solutions for Residents Living Encamped across Hamilton

ECS 22-001, Item 6

Addressed in: HSC23009, GIC 23-001

Encampment Issues reports will go to General Issues Committee

14. PRIVATE AND CONFIDENTIAL

15. ADJOURNMENT



EMERGENCY & COMMUNITY SERVICES COMMITTEE MINUTES 23-002

1:30 p.m.

Thursday, February 16, 2023

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Councillors B. Clark (Chair), C. Kroetsch, T. Hwang, N. Nann and A. Wilson

Regrets: Councillors T. Jackson and M. Wilson— Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Request to Increase Current Ontario Works Rates (Item 7.1 and Added Item 7.2)

(A. Wilson/Hwang)

WHEREAS, the City of Hamilton 2022 Nutritious Food Basket Report shows that healthy eating is unaffordable for many Hamiltonians and their families and that healthy eating is deeply unaffordable for Hamiltonians receiving Ontario Works and Ontario Disability Support Program Funding.

WHEREAS, Food insecurity is a serious public health problem as individuals' health and well-being are closely linked to their household food security. Because of its harmful effects on health, household food insecurity causes a large burden on the health care system

WHEREAS, Among Ontarians who receive social assistance, approximately two-thirds (67.2%) reported food insecurity in 2021

WHEREAS, Ontario Works continues to operate with 2018 funding levels from the Province. Savings associated with the implementation of EST, EDM and other Social Assistance reforms have been consumed by inflationary pressures since these changes were implemented.

WHEREAS, Ontario Works Hamilton has not experienced any savings from Centralized Intake, and in fact the decreased ratio of support from the intended

50/50 cost share creates a 1.5M pressure for Ontario Works as shared with Council during the 2023 budget process.

WHEREAS, the City of Hamilton continues to communicate that it is important that provincial funding contributions keep pace with municipal requirements until the full impact of Social Assistance Reform is communicated, implemented, and understood.

THEREFORE, BE IT RESOLVED:

- (a) The Director of Government Relations & Community Engagement and the Director of Ontario Works to draft a letter of support on behalf of the City of Hamilton emphasizing the rising cost of food and the 2022 Nutritious Food Basket Report requesting an increase to current Ontario Works and Ontario Disabilities Support Program rates to the Province of Ontario;
- (b) That the Director of Government Relations & Community Engagement and the Director of Ontario Works include local Members of Provincial Parliament on this letter for their reference and review; and
- (c) That the Director of Government Relations & Community Engagement and the Director of Ontario Works look to identify other advocacy opportunities to join other social service agencies or municipalities in advocating for rate increases to social assistance

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
YES	-	Kroetsch, Cameron	Ward 2
ABSENT	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
ABSENT	-	Wilson, Maureen	Ward 1

2. Consent Items (Item 9.1 to 9.5 (i) to (vi))

(Nann/Kroetsch)

That the following Consent Items be received:

- (a) Urban Indigenous Strategy and Indigenous Relations Updates (HSC21001(a)) (City Wide) (Item 9.1)
- (b) Canada-Wide Early Learning and Child Care Update (HSC22035(a)) (City-Wide) (Item 9.2)
- (c) Ontario Works and the Impacts of Provincial Social Assistance Reform (HSC23010) (City Wide) (Item 9.3)

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- (d) Update on Health Partnerships to Pursue Increase to Permanent Supportive Housing Options (HSC23013) (City Wide) (Item 9.4)
- (e) **Advisory Committee Minutes (Item 9.5)**
 - (i) Seniors Advisory Committee - September 9, 2022 (Item 9.5(a))
 - (ii) Seniors Advisory Committee - December 2, 2022 (Item 9.5(b))
 - (iii) Hamilton Veterans Committee - September 27, 2022 (Item 9.5(c))
 - (iv) Hamilton Veterans Committee - October 25, 2022 (Item 9.5(d))
 - (v) LGBTQ Advisory Committee - July 19, 2022 (Item 9.5(e))
 - (vi) LGBTQ Advisory Committee - November 22, 2022 (Item 9.5(f))
 - (vii) LGBTQ Advisory Committee Meeting Notes - December 20, 2022 (Item 9.5(g))

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

3. Child Care Sector Advocacy through Association of Municipalities of Ontario (Item 9.2)

(Nann/Kroetsch)

That the City of Hamilton advocate to the Provincial Government through the Association of Municipalities of Ontario to resolve workforce issues such as adequate wages, benefits, and staff development in the childcare sector so that new programs under Canada-Wide Early Learning and Child Care can be opened locally.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13

ABSENT - Wilson, Maureen Ward 1

4. Hamilton Alliance for Tiny Shelters Proposal - REVISED (HSC22015(a))(City Wide) (Deferred from the January 19, 2023 meeting) (Item 10.1)

(Hwang/Kroetsch)

That REVISED Report HSC22015(a) respecting a Hamilton Alliance for Tiny Shelters Proposal be referred back to staff to work with the Hamilton Alliance for Tiny Shelters on the establishment of an operational plan.

Result: Main Motion as Amended, CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

5. Income and Asset Limits for Rent Geared to Income Assistance (HSC23004) (City Wide) (Item 10.2)

(Hwang/Kroetsch)

That the income and asset limits for Rent Geared to Income assistance (RGI) eligibility and associated exclusions and conditions contained in Appendix "A" to Report HSC23004, be approved.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

6. Updates to the Emergency Plan (HSC22001(a)) (City Wide) (Item 10.3)

(Hwang/A. Wilson)

That the amending by-law attached as Appendix "A" to Report HSC22001(a) which amends the City of Hamilton Emergency Management Program By-law (By-law 22-005), and which has been prepared in a form satisfactory to the City Solicitor, be enacted and effective immediately.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

7. Citizen Committee Report from the LGBTQ Advisory Committee entitled, In Response to the passing of Redeemer University LGBTQIA+ student Bekett Noble (Item 10.4)

(Kroetsch/Hwang)

- (b) That statements issued by community groups on the passing Bekett Noble including, but not limited to those issued by, Hamilton Trans Health Coalition, The Hamilton Community Legal Clinic and the Queer Justice Project, and the First Unitarian Church of Hamilton be forwarded to the Clerk's Office for inclusion on an upcoming Council Agenda.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

The Committee Clerk advised the following changes to the agenda:

6. DELEGATION REQUESTS

- 6.3 Judith Bishop, Not-For-Profit Childcare Boards Collaborative, in Support of Item 9.2, Canada-Wide Early Learning and Child Care Update (HSC22035(a)) (City-Wide) (for today's meeting)
- 6.4 Elizabeth McGuire, Campaign for Adequate Welfare and Disability Benefits, respecting the Impacts of the 2022 Nutritious Food Basket and Social Assistance Rates (for today's meeting)

13. GENERAL INFORMATION / OTHER BUSINESS

13.1 Amendments to the Outstanding Business List

(a) Items to be Removed:

- (f) 20-D: City of Hamilton Support for the Hamilton is Home Coalition of Affordable Housing Developers E&CS 20-005, Item 3 (c)
Removed from OBL as Staff now attend and support Hamilton Coalition of Affordable Housing Developers meetings
- (g) 21-M: Reaching Home: Canada's Homeless Strategy Community Homelessness Report 2019-2020, 2020-2021 (HSC21044) (City Wide)
ECS 21-013, Item 4
Addressed in Item 9.4 of this Agenda, Update on Health Partnerships to Pursue Increase to Permanent Supportive Housing Options (HSC23013) (City Wide)

(b) Item with New Due Date or Status Update

- (a) 17-B: Poverty Reduction Investment Plan (CES16043(a))
GIC 17-019, Item 1 (g) & (h)
New Due Date: April 2023
- (b) 22-C: Shelter System Complaint Resolution Process
ECS 22-005, Item 3
New Due Date: March 23, 2023
- (c) 23-C: Winter Response Strategy (HSC23012) (City Wide)
ECS 23-001, 19/01/23, Item 7
New Due Date: August 2023

14. PRIVATE AND CONFIDENTIAL

14.1 Closed Session Minutes – January 19, 2023

CHANGE IN THE ORDER OF ITEMS

That Elizabeth McGuire's delegation respecting the Campaign for Adequate Welfare and Disability Benefits, be moved up on the agenda to speak following Dr. Sally Palmer's delegation.

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(Nann/Hwang)

That the agenda for the February 16, 2023 Emergency and Community Services Committee meeting be approved, as amended.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
YES	-	Kroetsch, Cameron	Ward 2
ABSENT	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
ABSENT	-	Wilson, Maureen	Ward 1

(b) DECLARATIONS OF INTEREST (Item 3)

None.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) January 19, 2023 (Item 4.1)

(Kroetsch/Hwang)

That the Minutes of the January 19, 2023 meeting of the Emergency and Community Services Committee, be approved, as presented.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
YES	-	Kroetsch, Cameron	Ward 2
ABSENT	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
ABSENT	-	Wilson, Maureen	Ward 1

(d) DELEGATION REQUESTS (Item 6)

(Hwang/A. Wilson)

That the following Delegation Requests, be approved, as presented:

- (i) Joanne Santucci, Hamilton Food Share, respecting the Status of Hamilton's Emergency Food System (for a future meeting) (Item 6.1)
- (ii) Ingrid Waisgluss, respecting Recreational Facilities (for a future meeting) (Item 6.2)

- (iii) Judith Bishop, Not-For-Profit Childcare Boards Collaborative, in Support of Item 9.2, Canada-Wide Early Learning and Child Care Update (HSC22035(a)) (City-Wide) (for today's meeting) (Added Item 6.3)
- (iv) Elizabeth McGuire, Campaign for Adequate Welfare and Disability Benefits, respecting the Impacts of the 2022 Nutritious Food Basket and Social Assistance Rates (for today's meeting) (Added Item 6.4)

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
YES	-	Kroetsch, Cameron	Ward 2
ABSENT	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
ABSENT	-	Wilson, Maureen	Ward 1

(e) DELEGATIONS (Item 7)

- (i) Dr. Sally Palmer, Hamilton Social Work Action Committee addressed the Committee respecting the Impacts of the 2022 Nutritious Food Basket and Social Assistance Rates (Item 7.1)
- (ii) Elizabeth McGuire, Campaign for Adequate Welfare and Disability Benefits, addressed the Committee respecting the Impacts of the 2022 Nutritious Food Basket and Social Assistance Rates (Added Item 7.2)
- (iii) Kevin Gonci, Golden Horseshoe Track & Field Council, addressed the Committee respecting the 2023 ParticipACTION Community Challenge (Item 7.3)
- (iv) Judith Bishop and Don Jaffray, Not-For-Profit Childcare Boards Collaborative, addressed the Committee in Support of Item 9.2, Canada-Wide Early Learning and Child Care Update (HSC22035(a)) (City-Wide) (Added Item 7.4)

(Hwang/Kroetsch)

That the following Delegations, be received:

- (a) Dr. Sally Palmer, Hamilton Social Work Action Committee respecting the Impacts of the 2022 Nutritious Food Basket and Social Assistance Rates (Item 7.1)
- (b) Elizabeth McGuire, Campaign for Adequate Welfare and Disability Benefits, respecting the Impacts of the 2022 Nutritious Food Basket and Social Assistance Rates (Added Item 7.2)

- (c) Kevin Gonci, Golden Horseshoe Track & Field Council, respecting the 2023 ParticipACTION Community Challenge (Item 7.3)
- (d) Judith Bishop and Don Jaffray, Not-For-Profit Childcare Boards Collaborative, in Support of Item 9.2, Canada-Wide Early Learning and Child Care Update (HSC22035(a)) (City-Wide) (Added Item 7.4)

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

For further disposition on Items (a) and (b), refer to Item 1

For further disposition on Item (d), refer to Item 3

(f) DISCUSSION ITEMS (Item 11)

(i) Hamilton Alliance for Tiny Shelters Proposal - REVISED (HSC22015(a))(City Wide) (Item 10.1)

(Hwang/Kroetsch)

(a) That respecting the request for a City of Hamilton contribution to the Hamilton Alliance for Tiny Shelters (HATS) Council approve an immediate contribution of \$100 K for the period of January 1, 2023 to March 31, 2023 year to be funded from the projected 2022 Housing Services Division surplus or the Tax Stabilization Reserve #110046, if the division surplus is not realized;

- (i) That funding as approved in recommendation (a) be based on the following conditions:
 - (1) That staff be directed to work with HATS to identify and outline standards around performance metrics and outcomes as a condition of funding including, but not limited to: eligibility and entry criteria, gender-specific considerations including specific supports for women, trans-feminine, trans-masculine and non-binary individuals, identification of formalized community partnerships with health- and social service sectors, equity and inclusion, and demonstrated exits into safe permanent housing; and agreed upon by HATS for first year of operations;

- (2) Confirmation that matching funds have been received or committed to; and,
 - (3) That a detailed exit strategy has been created and agreed to should HATS not be able to ensure site safety and adequate operational funding.
- (b) That consideration of a contribution up to a maximum of \$100 K annually to HATS toward the establishment and operation of temporary tiny cabins for the 2-year period of April 2023 to December 2024, be referred to the 2023 Council Operating budget deliberations to be funded from the Operating Levy over the next 2 years:
 - (i) That staff be directed to work with HATS to identify and outline standards around performance metrics and outcomes as a condition of funding including, but not limited to: eligibility and entry criteria, gender-specific considerations including specific supports for women, trans-feminine, trans-masculine and non-binary individuals, identification of formalized community partnerships with health- and social service sectors, equity and inclusion, and demonstrated exits into safe permanent housing;
 - (ii) That funding as approved in recommendation (b) be cash flowed in 6 month increments upon the following conditions:
 - (1) Confirmation that performance metrics have been achieved as outlined in recommendation (b)(i);
 - (2) Confirmation that matching funds have been received or committed to; and,
 - (3) That a detailed exit strategy has been created and agreed to should HATS not be able to ensure site safety and adequate operational funding.
- (c) That staff be directed to evaluate and assess program outcomes and efficacy; and report back to Emergency and Community Services Committee at the 6 and 12-month marks;
- (d) In the event that the initial proposed site for HATS at 647 Barton St. East is at any point deemed not viable to proceed, that staff be directed to return to Council with a report identifying how these funds may be redirected in alignment with Council approved strategies such as the Housing and Homelessness Action Plan and Coming Together to End Homelessness: Hamilton's System Planning Framework;

- (e) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the grant outlined above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor

(Hwang/Kroetsch)

That the recommendations in REVISED Report HSC22015(a)) respecting a Hamilton Alliance for Tiny Shelters Proposal be **amended** by deleting them in their entirety and replacing them with the following:

That REVISED Report HSC22015(a) respecting a Hamilton Alliance for Tiny Shelters Proposal be referred back to staff to work with the Hamilton Alliance for Tiny Shelters on the establishment of an operational plan.

- (b) ~~That respecting the request for a City of Hamilton contribution to the Hamilton Alliance for Tiny Shelters (HATS) Council approve an immediate contribution of \$100 K for the period of January 1, 2023 to March 31, 2023 year to be funded from the projected 2022 Housing Services Division surplus or the Tax Stabilization Reserve #110046, if the division surplus is not realized;~~
- (ii) ~~That funding as approved in recommendation (a) be based on the following conditions:~~
- (4) ~~That staff be directed to work with HATS to identify and outline standards around performance metrics and outcomes as a condition of funding including, but not limited to: eligibility and entry criteria, gender-specific considerations including specific supports for women, trans-feminine, trans-masculine and non-binary individuals, identification of formalized community partnerships with health- and social service sectors, equity and inclusion, and demonstrated exits into safe permanent housing; and agreed upon by HATS for first year of operations;~~
- (5) ~~Confirmation that matching funds have been received or committed to; and,~~
- (6) ~~That a detailed exit strategy has been created and agreed to should HATS not be able to ensure site safety and adequate operational funding.~~

- ~~(b) — That consideration of a contribution up to a maximum of \$100 K annually to HATS toward the establishment and operation of temporary tiny cabins for the 2-year period of April 2023 to December 2024, be referred to the 2023 Council Operating budget deliberations to be funded from the Operating Levy over the next 2 years:~~
- ~~(i) — That staff be directed to work with HATS to identify and outline standards around performance metrics and outcomes as a condition of funding including, but not limited to: eligibility and entry criteria, gender-specific considerations including specific supports for women, trans-feminine, trans-masculine and non-binary individuals, identification of formalized community partnerships with health- and social service sectors, equity and inclusion, and demonstrated exits into safe permanent housing;~~
- ~~(ii) — That funding as approved in recommendation (b) be cash flowed in 6 month increments upon the following conditions:~~
- ~~(4) — Confirmation that performance metrics have been achieved as outlined in recommendation (b)(i);~~
- ~~(5) — Confirmation that matching funds have been received or committed to; and,~~
- ~~(6) — That a detailed exit strategy has been created and agreed to should HATS not be able to ensure site safety and adequate operational funding.~~
- ~~(c) — That staff be directed to evaluate and assess program outcomes and efficacy; and report back to Emergency and Community Services Committee at the 6 and 12-month marks;~~
- ~~(d) — In the event that the initial proposed site for HATS at 647 Barton St. East is at any point deemed not viable to proceed, that staff be directed to return to Council with a report identifying how these funds may be redirected in alignment with Council approved strategies such as the Housing and Homelessness Action Plan and Coming Together to End Homelessness: Hamilton's System Planning Framework;~~
- ~~(e) — That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the grant outlined above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor~~

Result: Amendment CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

For further disposition of this item, refer to Item 4

(ii) Citizen Committee Report from the LGBTQ Advisory Committee entitled, In Response to the passing of Redeemer University LGBTQIA+ student Bekett Noble (Item 10.4)

(Kroetsch/Nann)

- (a) That, going forward the City of examine any contractual agreement it holds with Redeemer University, including the permanent funding of institutions that benefit Redeemer University, focusing on adherence to the Protocol for Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Persons; and
- (b) That statements issued by community groups on the passing Bekett Noble including, but not limited to those issued by, Hamilton Trans Health Coalition, The Hamilton Community Legal Clinic and the Queer Justice Project, and the First Unitarian Church of Hamilton be forwarded to the Clerk's Office for inclusion on an upcoming Council Agenda.

(Kroetsch/Nann)

That sub-section (a) of the Citizen Committee Report from the LGBTQ Advisory Committee entitled, In Response to the passing of Redeemer University LGBTQIA+ student Bekett Noble, be referred to the Senior Leadership Team and Legal Services to ensure that City protocols are being followed and that the recommendation can be enabled, with a report back to the Emergency and Community Services Committee:

- (a) That, going forward the City of examine any contractual agreement it holds with Redeemer University, including the permanent funding of institutions that benefit Redeemer University, focusing on adherence to the Protocol for Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Persons; and

Result: Amendment CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

For further disposition refer to Item 7

(h) GENERAL ISSUES / OTHER BUSINESS (Item 13)

(i) Amendments to the Outstanding Business List (Item 13.1)

1. Items to be Removed:

- (aa) 19-E: Allocation Policy for Sport Fields, Diamonds and Arenas
E&CS 19-002, Item 2
Addressed in Reviews conducted up to April 1, 2020, as per recommendations
- (bb) 20-F: 2020 Arena Opening Plan E&CS 20-010, Item 3
Addressed issue with a report to the 2021 Operating Budget
- (cc) 20-H: Homelessness in Hamilton E&CS 20-010 Item (f)(iii)
Addressed at ECS 21-013, December 9, 2021 in Item 8.2, Report HSC20020(d)
- (dd) 21-L: National Childcare Strategy – Investigating the Potential for Direct Municipal Agreement with the Federal Government
Addressed in ECS 22-009, June 2, 2022, Item 10.1, Report hSC22035
- (ee) 17-A: Progress of the Implementation of Our Future Hamilton (CM15001(b))/(CES15010(b))
Addressed at an annual presentation to the General Issues Committee
- (ff) 20-D: City of Hamilton Support for the Hamilton is Home Coalition of Affordable Housing Developers
E&CS 20-005, Item 3 (c)
Removed from OBL as Staff now attend and support Hamilton Coalition of Affordable Housing Developers meetings

- (gg) 21-M: Reaching Home: Canada's Homeless Strategy
 Community Homelessness Report 2019-2020, 2020-2021 (HSC21044) (City Wide)
 ECS 21-013, Item 4
 Addressed in Item 9.4 of this Agenda, Update on Health Partnerships to Pursue Increase to Permanent Supportive Housing Options (HSC23013) (City Wide)

2. Item with New Due Date or Status Update:

- (aa) 17-B: Poverty Reduction Investment Plan (CES16043(a))
 GIC 17-019, Item 1 (g) & (h)
 New Due Date: April 2023
- (bb) 22-C: Shelter System Complaint Resolution Process
 ECS 22-005, Item 3
 New Due Date: March 23, 2023
- (cc) 23-C: Winter Response Strategy (HSC23012) (City Wide)
 ECS 23-001, 19/01/23, Item 7
 New Due Date: August 2023

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

(ii) Healthy and Safe Communities Support of Tenants at 1083 Main Street East Update (Added Item 13.2)

Housing Services Staff provided information respecting options for tenants at 1083 Main Street East to connect with Housing Support Workers.

(Nann/Kroestch)

That the Update respecting Healthy and Safe Communities Support of Tenants at 1083 Main Street East, be received.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2

**Emergency & Community Services Committee
Minutes 23-002**

**February 16, 2023
Page 16 of 16**

ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

(i) PRIVATE AND CONFIDENTIAL (Item 14)

(i) Closed Session Minutes – January 19, 2023

(Hwang/A. Wilson)

That the Closed Session Minutes of January 19, 2023, be approved, as presented.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
ABSENT	- Wilson, Maureen	Ward 1

(j) ADJOURNMENT (Item 16)

(Hwang/Kroetsch)

That there being no further business, the Emergency and Community Services Committee be adjourned at 3:42 p.m.

Respectfully submitted,

Councillor B. Clark
Chair, Emergency and Community Services
Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk

To the Chair and Members of Emergency & Community Services Committee
Carmen Orlandis, Ward 3 Stinson Elder.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

To the Emergency & Community Services Committee: Greetings!

Regarding Housing Services D. recommendation to continue to operate a temporary shelter from 46 West Ave S. as it appears in the "Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) and the community meeting at Memorial centre.

This document was first made public yesterday and tonight a community meeting took place at Memorial.

Gratitude to the hosting panel. It felt a little more transparent and respectful than in the past. I felt that my community experience-based input was somehow heard and it was acknowledged as real instead of dismissed and ignored. I request that HSD and Ward 3 Office report the minutes of this meeting to ECS Thursday March 23.

I will write about Old Cathedral another day. Today, I am pressed to write about the staff recommended temporary shelter for 20 women at 46 West Ave . We were told that there is not another location in Hamilton for this emergency shelter and they had not foreseen it... and they had not intended for this to happen but it has and the panel apologized to the community. Also, Good Shepherd had a lease for the building which facilitated everything.

12 community members spoke and expressed their experience- based concerns with respect and compassion for the well-being of all.

I live 1/2 block from 46 West Ave. S and 2 blocks from the soon to open Mission Services low barrier shelter for 108 men and 2 blocks from Old Cathedral. I asked the panel, if it would be possible, to mitigate the conditions, to operate the location as low-impact shelter for 20 women and non-binary individuals, instead of operating a high-impact low barrier shelter for "very high acuity persons." [the new term used by HSD.] After all, non high acuity women also need shelter.

We were told that "there would be a mixture of acuties".

My husband asked:

1. Is it April 31, 2024 the very final date to decommission the location?

The panel said YES.

2. Will be security be provided outside the location to reduce the impact?

The panel said YES. And also car patrols, they are costly but very effective.

I request Council to guarantee that Housing Services Division and Good Shepherd will stand up to these promise 1 and 2 before it signs HSD Staff recommendation.

To: clerk@hamilton.ca

Subject: Webform submission from: Request to Speak to a Committee of Council

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Submitted on Tue, 03/07/2023 - 23:14

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee

Emergency & Community Services Committee

Will you be delegating in-person or virtually?

Virtually

Will you be delegating via a pre-recorded video?

No

Requestor Information

Requestor Information

Hafeez Hussain

[REDACTED]

Preferred Pronoun

he/him

Reason(s) for delegation request

Controls and Oversight of Verification of Property Owner for City of Hamilton Services

- There is a lack of controls and verification process in the Healthy and Safe Communities department in administrating the Ontario Works and ODSP Programs

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes

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Hamilton, L8P 4Y5, ON
Canada

From: clerk@hamilton.ca
To: [Kolar, Loren](#)
Cc: clerk@hamilton.ca; [Carson, Katie](#)
Subject: ECS Delegation FAIR: Radial Separation and Moratorium
Date: Thursday, March 16, 2023 3:51:32 PM

From: City of Hamilton <hello@hamilton.ca>
Sent: Thursday, March 16, 2023 1:12 PM
To: clerk@hamilton.ca
Subject: Webform submission from: Request to Speak to a Committee of Council

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Submitted on Thu, 03/16/2023 - 13:12

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Jean L. Fair

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Preferred Pronoun

she/her

Reason(s) for delegation request
Radial Separation and Moratorium

Will you be requesting funds from the City?
No

Will you be submitting a formal presentation?
No

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From: clerk@hamilton.ca
To: [Kolar, Loren](#)
Cc: [Vernem, Christine](#)
Subject: ECS Delegation Figueiredo: YWCA and Homelessness
Date: Thursday, March 16, 2023 3:52:18 PM

FYI/Action

From: City of Hamilton <hello@hamilton.ca>
Sent: March 16, 2023 8:44 AM
To: clerk@hamilton.ca
Subject: Webform submission from: Request to Speak to a Committee of Council

Submitted on Thu, 03/16/2023 - 08:43

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information
Manny Figueiredo, President & CEO
YMCA of Hamilton | Burlington | Brantford
79 James Street North
Hamilton, ON. L8P 2Z1
manny.figueiredo@ymcahbb.ca
905-317-4919

Preferred Pronoun
he/him

Reason(s) for delegation request

As the City evaluates strategies to address the homelessness crisis facing residents across the City of Hamilton, the YMCA will provide an update on the vast menu of programs and services they deliver to support homelessness prevention, as well as a more comprehensive overview of the complexities and

challenges facing the delivery of service at their 174-bed Men's Transitional Living Residence at 79 James Street South in Hamilton.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

Yes

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Hamilton, L8P 4Y5, ON
Canada

From: clerk@hamilton.ca
To: [Kolar, Loren](#)
Subject: ECS March 23: Delegation Salvation Army Good Shepherd Mission Services
Date: Wednesday, March 22, 2023 9:21:05 AM

Magda Green

Administrative Assistant II to the City Clerk
City Clerk's Office, Corporate Services
City of Hamilton
905 546-2424 ext. 5485
magda.green@hamilton.ca

City Hall is located on the ancestral territory of the Haudenosaunee Confederacy, the Anishinaabe and many other Indigenous peoples. It is also covered by the Dish with One Spoon Wampum agreement, which asks that all sharing this territory do so respectfully and sustainably in community.

From: City of Hamilton <hello@hamilton.ca>
Sent: March 22, 2023 8:58 AM
To: clerk@hamilton.ca
Subject: Webform submission from: Request to Speak to a Committee of Council

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Submitted on Wed, 03/22/2023 - 08:57

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
In-person

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information

James Moulton

The Salvation Army, Good Shepherd, Mission Services

94 York Blvd

Hamilton, ONtario. L8R1R6

james.moulton@salvationarmy.ca

9058077614

Preferred Pronoun

they/them

Reason(s) for delegation request

Katherine Kalinowski, James Moulton, Shawn MacKeigan are requesting to present on behalf of The Salvation Army, Good Shepherd and Mission Services, responding to the report on Ending Chronic Homelessness, March 23, 2023

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

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71 Main Street West
Hamilton, L8P 4Y5, ON
Canada

From: clerk@hamilton.ca
To: [Kolar, Loren](#)
Subject: FW: Webform submission from: Request to Speak to a Committee of Council
Date: Wednesday, March 22, 2023 12:07:31 PM

Magda Green

Administrative Assistant II to the City Clerk
City Clerk's Office, Corporate Services
City of Hamilton
905 546-2424 ext. 5485
magda.green@hamilton.ca

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From: City of Hamilton <hello@hamilton.ca>
Sent: March 22, 2023 11:10 AM
To: clerk@hamilton.ca
Subject: Webform submission from: Request to Speak to a Committee of Council

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Submitted on Wed, 03/22/2023 - 11:09

Submitted by: Anonymous

Submitted values are:

Committee Requested

Committee
Emergency & Community Services Committee

Will you be delegating in-person or virtually?
Virtually

Will you be delegating via a pre-recorded video?
No

Requestor Information

Requestor Information

Kayla Hagerty

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Preferred Pronoun

she/her

Reason(s) for delegation request

I was looking to speak to council about a concern I had about the recent "Ending Chronic Homelessness" report submitted to council, which mentioned addiction only four times and offered little to no funding for addressing the needs of homeless individuals who are actively using drugs and alcohol.

Will you be requesting funds from the City?

No

Will you be submitting a formal presentation?

No

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Canada



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	March 23, 2023
SUBJECT/REPORT NO:	Ending Chronic Homelessness (HSC23021) (City Wide) REVISED
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Vanessa Parlette (905) 546-2424 Ext. 3863
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	<i>Michelle Baird</i>

COUNCIL DIRECTION

Not Applicable

INFORMATION

This report provides an update on the current state of homelessness in Hamilton, including needs, trends and existing interventions, as well as information on what it would take to end homelessness in Hamilton rather than simply manage it. This report outlines a proactive approach and a comprehensive set of investments for Council to consider in 2023 and future years to address gaps and opportunities for expanding the reach and impact of the homeless-serving sector. The approach outlined here draws from questions raised by Council and community members and builds from the Homelessness and Housing Action Plan and the work on the Housing Sustainability and Investment Roadmap (HSIR).

Given the complexity and volume of work underway in Housing Services Division, the purpose of this information report is to enable a discussion on the homeless serving sector in advance of the Housing Sustainability and Investment Roadmap (HSIR) that is coming forward to Committee and Council in April 2023. The HSIR will bring forward recommendations on priorities from this report that have maximum impact on homelessness, some of which are investments in emergency services and some further upstream which are required to end chronic homelessness. The April recommendations brought forward through the HSIR will align with this report and would be implemented pending Council direction and available in-year resources and/or development of an appropriate financing strategy.

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SUBJECT: Ending Chronic Homelessness (HSC23021) (City Wide) REVISED- Page 2 of 15

Appendix “A” to Report HSC23021 summarizes existing interventions in our homeless serving sector. Appendix “B” to Report HSC23021 further details the current state of homelessness in Hamilton. Appendix “C” to Report HSC23021 outlines a comprehensive overview of prioritized actions and investments – some which are being piloted in 2023 to evaluate effectiveness, and some which require new resources to be implemented. Appendix “C” to Report HSC23021 will be included in the HSIR staff report as a reference point providing additional detail to accompany the HSIR recommendations. The Housing and Homelessness Action Plan serves as the foundation for the interventions in this report and also the HSIR.

It should be noted that the entire system is under-resourced. During the pandemic, the province provided Social Service Relief Funding, which enabled critical expansion of programs and services in the sector. These resources have ended, leaving the municipality and community providers to manage unprecedented need without expanded support from upper levels of government. Existing providers would benefit from additional investment to stabilize their programs, operations, and staffing. These investments are not reflected in this chart. In addition, many community organizations provide programs and services in complement to city-funded providers, but which do not receive any funding through the Housing Services Division.

Background

Hamilton has worked towards the goal of ending homelessness since the 2010 launch of our Advisory Committee for the Housing and Homelessness Action Plan (HHAP), published in 2013 and updated in 2020. In 2019, the City launched the Coming Together to End Homelessness Systems Planning Framework (CTEH). The CTEH outlines Hamilton’s homelessness ending strategy. Hamilton’s strategy to end homelessness is also laid out in the Reaching Home Homelessness Plan 2019-2024 (HSC20004, HSC21044) and its implementation will be furthered strengthened through the HSIR.

What is Hamilton’s Homelessness Ending Strategy?

The Housing Services Division is funded by all levels of government. In 2019, this investment totalled \$110 M. In 2023, total investment is approximately \$133 M. The increase is due to an increase in provincial and federal funding allocations with the introduction of new programs and some increases to existing programs’ annual allocations. Investments specifically targeted towards interventions to prevent and end people’s experience of homelessness are budgeted at \$39,877,095 for 2023-24¹, of

¹ The projected 2023-24 budget of \$39,877,095 for homelessness supports is inclusive of Federal Reaching Home: \$9,924,878; Provincial Homelessness Prevention Program: \$23,559,700; and Municipal Levy: \$6,392,517. These figures are based on start-of-year budgeted funding for costs associated with direct service delivery as well as supporting system coordination and some administration within Housing Services Division.

SUBJECT: Ending Chronic Homelessness (HSC23021) (City Wide) REVISED- Page 3 of 15

which \$6.39 M annually represents municipal levy. This investment enables delivery and integration of programs outlined in Appendix “A”.

Hamilton’s overarching homelessness strategy and HHAP include:

- **Investments in capital to build and maintain supply of affordable housing.** Outcome 1 of the HHAP is focused on increasing affordable rental and ownership housing in Hamilton to meet the need and demand. In 2021-22 Hamilton approved investment in 184 new units of community housing and repaired an additional 1,935 units. When investing in new capital developments, the City negotiates with housing providers to establish commitment to housing people from the social housing waitlist and the By-Name List of people actively experiencing homelessness.
- **Preserving community housing units and managing access to subsidized housing.** Outcome 2 of the HHAP is focused on people having more housing affordability and choice. Strategy 3 is about increasing the number and effectiveness of housing allowances and rent supplements. In 2021-22, 10,698 households were assisted through social housing, rent supplements, and housing allowances.
- **Managing coordinated access to a diverse range of housing solutions.** HHAP Outcome 3 is about making sure people have the supports they need to obtain and maintain housing. HHAP Strategy 1 aims to improve coordination between homelessness programs and housing support services. In 2021-22 supports were provided to help 2933 households remain housed and prevent homelessness. Since January 2020, more than 1380 households have been supported to exit homelessness through City-funded Intensive Case Management and Rapid Rehousing programs.
- **Building capacity to develop Indigenous owned capital resources and Indigenous-led programs.** HHAP Outcome 5 aims to ensure all people experience equitable access and supports through all housing-related services. Strategy 2 focuses on ensuring Indigenous people are engaged with housing and homelessness services and served in a culturally appropriate manner. Strategy 3 outlines Housing Services Division’s commitment to build capacity within Indigenous organizations as requested by those organizations. A comprehensive range of supports delivered through Indigenous partners include: an Indigenous drop-in, shelter intervention, street outreach, mobile mental health support, early intervention, and intensive case management with a targeted strategy of provision of services to encampment areas. Indigenous peoples are also prioritized first for both Indigenous and non-Indigenous program streams.

It is essential that supports for individuals experiencing homelessness are set within a broader strategy to increase supply of affordable housing. The City has established transparent processes to prioritize investments through Community Calls for Applications and stakeholder engagement to identify and address community needs with effective, local solutions.

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SUBJECT: Ending Chronic Homelessness (HSC23021) (City Wide) REVISED- Page 4 of 15

Despite having a comprehensive strategy with many effective interventions in place, the level of need for affordable housing and homelessness supports far exceeds available resources. This challenge has been exacerbated over the course of the pandemic and the homelessness sector continues to experience unprecedented demand. Hamilton's coordinated system enabled community partners to respond quickly to expand emergency programs during the pandemic. This response included expansion of drop-in programs, street outreach services, isolation centres, and shelter spaces from 341 pre-pandemic to more than 500 through the pandemic. Data from the Municipal Benchmarking Network Canada shows that in 2020 and 2021 Hamilton invested more dollars and had more shelter beds per capita than comparable communities.

Emergency services are a critical first-line response to ensure people experiencing homelessness have a safe place to stay and basic needs met while they pursue stable housing. This is true whether an individual is staying in shelter, couch surfing, or living unsheltered. However, an over-investment in emergency response services runs the risk that we regress to a place of managing homelessness rather than ending it. To accelerate progress toward ending homelessness, Hamilton must move beyond the emergency response orientation of the pandemic and enhance investment in permanent solutions to homelessness. This is the only way to avoid cycles of short-term measures that address the symptoms of homelessness or help people cope with it, rather than address the root causes. Actions and investments in ending homelessness must be chosen based on demonstrated evidence of successful outcomes for each type of intervention and designed to address the unique needs of individuals in Hamilton who are at risk of and experiencing homelessness.

State of Homelessness in Hamilton

This section provides a summary of trends in homelessness data for 2022, with further details included in Appendix "B" to Report HSC23021. Appendix "A" to Report HSC23021 provides an overview of homelessness support programs funded by the City of Hamilton and number of people reached in 2022. The [Housing and Homelessness Data Dashboard](#) provides updated information every quarter on shelter occupancy and capacity, number of people experiencing homelessness, and inflow/outflow for the homelessness system.

- **Active Homelessness:** In 2022, 4037 individuals accessed homeless-serving programs funded by the City of Hamilton. As of the end of December 2022, 1536 individuals were considered to be actively homeless in Hamilton. This is defined by having connected with the homeless-serving system in the previous 90 days. The number of people known to be experiencing homelessness on average in 2020 was 1024 and in 2021 it was 1202. This shows an increasing trend; however, some of this increased reporting is likely due to expanded services and improved data collection capabilities during this time.

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SUBJECT: Ending Chronic Homelessness (HSC23021) (City Wide) REVISED - Page 5 of 15

- Chronic Homelessness. Of the 1536 individuals on the By-Name List (BNL) at the end of December 2022, 488 were experiencing chronic homelessness (of six months or more) and 1048 were experiencing a duration of homelessness less than six months. The overall proportion of people experiencing chronic homelessness has been consistent over the past three years.
- Shelter Trends: Of those who accessed the homeless-serving system in 2022, 3441 accessed supports offered through a shelter, and 3096 spent at least one night in a shelter. The number of individual shelter stayers per year has been relatively stable with 2810 in 2020 and 3112 in 2021. However, average length of stay increased from 80 days in 2021 to 88 days in 2022. There is variation in the average length of stay by system. A total of 40% of youth, 46% of men, and 59% of women spent more than 30 nights in a shelter in 2022, while 84% of families spent more than 30 nights. High lengths of stay in the emergency shelter system is a result of there being inadequate opportunities for people to move quickly from the shelter system into stable housing. This creates blockages in the emergency system where people are getting stuck in homelessness and in shelters.
- Unsheltered Homelessness: In 2022, Hamilton's homeless-serving system connected with 272 individuals experiencing unsheltered homelessness, with an average of 37 individuals living unsheltered per month engaged through outreach activities. In the last three months of 2020, the housing focused street outreach team saw an average of 144 unique individuals per month and an average of 85 per month throughout 2021. While the monthly data has been variable, this indicates a downward trend in people experiencing unsheltered homelessness from 2021 through 2022.
- Complexity of Need: In 2022, approximately 28% of people accessing the homeless serving system presented with a high (23%, 940 people) or very high (4%, 179 people) complexity of co-occurring needs. This represents 1119 people, many of whom require additional clinical health supports to access and sustain housing.

Gaps Between Level of Need and Available Resources

The challenges outlined below represent some of the greatest pressures on Hamilton's homeless-serving system.

Affordable Housing

Hamilton is seeing rapid increases to housing costs and inflation without an increase in provincial social assistance rates. This means that the scarce supply of affordable housing in Hamilton is often still not accessible to people with very low incomes.

Rental subsidies are often required for people exiting homelessness to be housed even in shared or rooming house accommodation.

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SUBJECT: Ending Chronic Homelessness (HSC23021) (City Wide) REVISED - Page 6 of 15

The demand for subsidized community housing continues to grow. However, every year Hamilton loses units in the through the end of operating agreements with provincial and federal governments. Between 2001 and 2020, 1,654 units were removed from the community housing stock because of the end of operating agreements., By 2032 all operating agreements will expire. The City of Hamilton is proactively negotiating renewal of operating agreements and using municipal funds to incentivize landlords to maintain units within the City's Social Housing portfolio.

Barriers to Accessing and Maintaining Housing

The Covid-19 pandemic has also placed enormous pressure on other systems such as health and social services. This has led to more people falling into housing crisis with a complexity of mental health, physical health, and addictions. The homeless-serving system was not designed or funded to address this type and scale of need.

One of the greatest challenges in Hamilton's homeless-serving sector is that there are few community resources available for individuals with the highest complexity of needs. This is often described as having co-occurring conditions: such as mental illness, addictions, and/or physical health challenges. There are no funded programs in Hamilton's homeless-serving system with the resources needed to address the complexity of health and system barriers these individuals face to securing stable housing. Many people with this level of need will require ongoing intensive mental and physical health supports. Most often this would be in the form of supportive housing to meet their daily needs and work towards improved well-being through housing and life stability.

For individuals experiencing chronic homelessness with a high level of complexity or acuity, the most appropriate level of support within the homeless-serving system is Intensive Case Management (ICM). City-funded ICM programs (for men, women, families, youth, and Indigenous peoples of all ages and genders) offer up to 24 months of support to find and stabilize housing. Staff working in these housing-focused case management programs are seeing an increase in intense need for support around mental health and addictions. While case managers are actively working to connect clients to community health providers, waitlists for some supports are over two years long. Support is not readily available to address immediate and long-term health barriers that are getting in the way of securing permanent housing. Housing case management programs require direct access to health providers who are dedicated to those experiencing homelessness to work alongside them in supporting people to get housed and stay housed.

There is an acute need and opportunity to deepen coordination of health, housing, and Indigenous-led interventions to ensure an equitable and seamless continuum of care for individuals experiencing homelessness. Housing Services Division is focused on deepening collaboration with health sector partners, however the distinct funding

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SUBJECT: Ending Chronic Homelessness (HSC23021) (City Wide) REVISED - Page 7 of 15

mandates between health and housing systems pose barriers to access and referrals. The majority of permanent supportive housing available in the community is funded through the Ministry of Health and not directly available to staff and organizations seeking to support clients through the homeless-serving sector (HSC23013).

Sector Capacity – Recruitment and Retention

The homelessness sector continues to see unprecedented stress and turnover among staff at all levels. This has made it extremely challenging for shelters and homelessness support programs to recruit and retain staff. Some programs report turnover rates in the past year as being between 75-125%.

The non-profit sector and homelessness support programs specifically have long faced extremely low wages for highly challenging and stressful work. There are no easy solutions to address this wage disparity. Provincial Bill 124 has enforced a retroactive wage freeze for the public sector and non-profit partners receiving more than \$1 M per year from the provincial government. There has also been no increase to shelter block funding since 2014. This compensation freeze makes it difficult to hire staff at competitive wages at a time when pressures on staff have increased dramatically. This poses a risk to program delivery and sustainability.

The health sector is also experiencing staff retention challenges and long waitlists for services. This makes it difficult to dedicate existing or new health resources to people experiencing homelessness.

Due to historical underfunding, the Indigenous program stream faces unique challenges in recruiting and retaining experienced Indigenous staff. The smaller hiring pool means fewer potential candidates in an already stretched system. Meanwhile organizations, including the Indigenous CE, operate without sustainable funding or adequate staff complements. Indigenous organizations are seeing high staff turnover, meaning that staff who remain carry a higher load and are at risk of burnout.

The loss of dedicated COVID funding, amounting to \$70 M over the course of 2020-22, means that the City and sector no longer have the capacity to offer expanded emergency response services. However, heightened community need for emergency homelessness supports (such as shelters, drop-ins, and outreach) continues.

These systemic challenges highlight the importance of investing staff time and financial resources in the solutions shown to have the greatest impact. There is a very high opportunity cost for every decision and investment made at the expense of another.

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SUBJECT: Ending Chronic Homelessness (HSC23021) (City Wide) REVISED -
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2023 Enhancements in the Homeless-serving System (Existing Resources)

In addition to the existing City-funded homelessness services and supports outlined in Appendix “A”, the Housing Services Division has also realigned existing work and resources to implement the following enhancements in 2023. These initiatives will be implemented utilizing existing resources, including an increase through the Federal Reaching Home program received in late 2022. Programs will be evaluated and those that achieve intended outcomes will be recommended to continue.

2023 Prevention and Diversion Programs²:

- An estimated 1200 people supported to boost income and retain housing through a pilot to support tax filing through HSD.
- An enhanced version of the Housing Stability Benefit Program with the flexibility of Rent Ready to support Ontario Disability Support Program, Ontario Works recipients, and people with low income to maintain their housing and prevent homelessness. This revised program will maintain a distinct Indigenous stream with dedicated funding allocation. In 2022, 1,425 households were supported through Rent Ready and 1522 supported through HSB.
- Enhancements to the Youth Diversion program for 2023-24 include a fulltime landlord liaison role and funding for dedicated diversion beds (bachelor apartments) to support youth in preventing shelter stays that increase risk of street involvement and prolonged homelessness. The Youth Diversion program supports an estimated 125 youth per year.
- Mobile case management for families staying in hotel overflow 2023-24. This will ensure that families staying in hotels receive support in setting housing goals, searching for housing, securing units appropriate to their budget and family size, and connecting with broader community and financial resources. Estimated support for 50 families per year.
- Early intervention supports in the men’s shelter system 2023-24 to help people quickly resolve experiences of homelessness and prevent prolonged shelter and street involvement. Estimated support for 550-660 men per year.

Permanent Housing Solutions:

- Enhancements to case management for Intensive Case Management, Rapid Rehousing, and Transitional Housing programs for 2023-24. This includes creation of senior staff roles, wage increases, and increase in number of case managers to help ensure program sustainability and increase caseload capacity. Collectively these programs supported 1193 caseload spaces in 2022 (this may

² Prevention programs are the most effective way to prevent the much higher human and financial costs of homelessness. In 2022, more than 2933 households were supported to prevent homelessness through City-led and City-funded prevention programs.

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not be unique individuals as some people may have accessed more than one program). Enhanced program capacity is expected to support an additional 110-200 individuals.

- Embedded health supports within ICM/RRH teams. This builds from a four-month pilot through Good Shepherd from December 2022 through March 2023. HSD will invest in a year-long program extension to expand reach and demonstrate program outcomes while seeking health partnerships to sustain it. This program is expected to support a minimum of 100 and up to 200 individuals (depending on scope of investment) with dedicated supports for mental health, physical, health, and addictions to help people address barriers to accessing and retaining housing.
- Along with investments in specific areas of intervention listed above, CHIL and the City have worked together to design an Indigenous Data Liaison project to establish and embed Indigenous data governance principles and Indigenous knowledge broadly across all Coordinated Access agencies and practices. This work complements plans to develop and implement an Indigenous Cultural Capacity and Accountability Framework.

Additional Solutions and Investments Needed to End Homelessness in Hamilton

As mentioned, our system is currently under-resourced and currently does not have sufficient capacity to end chronic homelessness. Below is a consolidated list of interventions that could be implemented within Hamilton's housing and homelessness system that have demonstrated effectiveness at preventing and ending homelessness here and in other communities. If these interventions were fully resourced, Hamilton could meet the goal of ending chronic homelessness by 2025.

Within this list of interventions, Housing Services Division has identified priorities that will be coming forward as urgent in-year decisions to shore up critical capacity in the homeless-serving sector, and which would have a significant impact in ending chronic homelessness. This information is provided for discussion in advance of finalizing the 2023 budget process. Recommendations and options for various levels of investment will come forward in April as part of the HSIR report post-budget approval and will be prioritized and implemented according to available in-year resources and Council direction.

Note that Report HSC23019 also recommends 2023 investments of \$3.5 M for temporary shelter capacity and drop-in programs for the women's sector for April 1, 2023 through March 31, 2024, which is included in Appendix "C" and summarized in the chart below. In addition, further detail related to the \$2.6 M YWCA Transitional Living Program is attached in Appendix "E".

Green-shaded items in the chart below have been identified as having greatest impact or need and will be brought forward as recommendations for Council consideration in

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the April HSIR report. Recommendations will include various options related to implementation timing, and will be implemented according to Council direction, timelines, available resources and/or development of a financing strategy.

Total dollar value of interventions listed in the chart below is \$41,397,000 plus an additional \$2.6 M requested by YWCA going to Council for approval on March 29, brings the total to \$43,997,000. Excluding items previously referred to council through budget 2023 and HSC23019 as well as \$7.1 M best suited for provincial investment, this chart outlines \$19,743,000 in potential annual municipal investment to consider in-year or for budget 2024. If fully resourced, these investments in homelessness supports would mean enhanced prevention for approximately 600 individuals, permanent housing solutions for approximately 1,400 households, and expanded emergency response by 240 beds in the shelter system.

Additional Investment to End Chronic Homelessness:

Please note that intervention numbers align with references in Appendix “C”. Housing Services has already taken action to initiate a number of the investments outlined in Appendix “C” with existing resources. These are summarized above and therefore not repeated in the chart below, which represents only new investments needed that do not yet have a funding source.

Intervention	Current Outcome	Additional Investment Required
1. Investments in capital to build and maintain supply of affordable housing		
1.a) Capital Investment in repair and maintenance of existing affordable communing housing stock	1935 units repaired in 2021. \$234 M total need	Budget 2023 Referred: \$5.7 M one time to repair 476 CHH units
1.b)/1.c) Capital investment in development and acquisition of non-profit development of affordable housing	In total Hamilton brought online 184 new units in 2021-22. 175 M annually to develop 350 new units	Budget 2023 Referred: \$4 M annually for Affordable Housing Development Fund to support development of 6-12 units
2. Preserving community housing units and managing access to subsidized housing		
2.a) Preserve community housing stock to house community members on very low income through social housing waitlist	10,698 people supported through community housing or rent subsidy in 2021. \$1.1 M reserve for mortgage renewals in 2023	Budget 2023 Referred: \$1.1 M June 2023 report forthcoming with recommended enhancement

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2.b) Evaluate Sufficiency of City Housing Hamilton Operating Budget	Evident that CHH does not have sufficient base funding to keep up with repairs.	Potential New In-Year/2024: \$2 M annually
3. Managing coordinated access to a diverse range of housing solutions to ensure people realize their right to housing quickly and equitably		
3.a.4 Adult Diversion Enhancement. It is estimated that with appropriate diversion supports in place (assessment and flex funds) approximately 25-30% of people who access the shelter system can be successfully diverted.	Minimal budget and no dedicated staff in singles shelter system limits the ability to successfully divert shelter stays.	Potential New In-Year/2024: \$333,000 annually to support 600 individuals/year
3.b.1 Municipal Housing Benefit aligned with Rent Geared to Income (RGI) to directly support people exiting homelessness to secure stable, affordable housing on the private market.	The Canada-Ontario Housing Benefit provides a deep RGI subsidy. In 2022-23, Hamilton received and distributed COHBs to 429 households. The 2023-24 allotment will support people with expiring housing allowances to remain housed. Therefore, there will likely not be any COHBs available this year for people to exit homelessness.	Potential New In-Year/2024: \$3,412,000 annually would provide subsidy for 500 households per year to end homelessness X \$500/month = \$3 M + \$412 K for program design and administration
3.b.3 Landlord Retention Pilot: A dedicated fund to cover the cost of unit damages and turnover would help maintain strong relationship and incentives for landlords to continue working with programs supporting people to exit homelessness.	NIL Currently landlord engagement is done on a program-by-program basis with no dedicated fund for repairs or turnover. Program staff report significant reluctance among landlords to work with their clients experiencing homelessness.	Potential New In-Year/2024: \$1.7 M annually to retain 250 units accessible by individuals exiting homelessness
3.c.1 Additional Resources for Permanent Supportive Housing: Municipal subsidy for up to 200 units of housing with dedicated onsite health and social supports for those with the highest complexity of need. This is contingent on partnerships with health provider and non-profit agencies to deliver support programs.	The City of Hamilton's \$3.6 annual investment in the Good Shepherd Arkledun operations will bring online 73 units of housing with supports for women and gender diverse individuals with a proportion of units supporting people with higher complexity of co-occurring needs, and people with moderate and low support needs.	Potential New In-Year/2024: \$1,756,000 annually for municipal subsidy and program management for up to 200 units of permanent supportive housing Total \$8.9 M annually would include an additional \$7.1 M annually for clinical supports and program delivery best

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	There remains a gap in available supportive housing for people with the highest complexity of co-occurring needs, requiring investment in up to 200 units.	suited to be funded provincially
3.c.2 Residential Care Facilities (RCFs): Transformation and enhancement of this program to better connect with homeless-serving system, improving access and quality of care.	Currently 660 people are supported through the RCF subsidy program. The per diem of \$57 per day is also widely considered to be inadequate to provide the level of staffing required to fully support the daily needs of tenants.	Potential New In-Year/2024: \$2 M annually will ensure housing stability and improve quality of care for 660 individuals
3.d.1 Temporary Overflow in the Women's Emergency Shelter System and Interim Drop-in Capacity (HSC23019)	\$1,910,000 for women's shelter overflow as outlined in HSC23019 \$1.6 M per year supports approximately 434 women to meet basic needs and get connected with additional housing supports	HSC23019 Recommendation: Total of \$3,510,000 one-time funding requested through HSC23019 (March 2023 decision required)
3.d.2 Emergency Shelter – Women's System Expansion: identify options to create 40 additional beds in the women's system	46 permanent beds (total of 109 available currently through overflow at Cathedral) investment is needed to increase to 86 permanent beds.	Potential New In-Year/2024: \$1,950,000.00 operating + unknown capital costs
3.d.3 Emergency Shelter – Family System Expansion: identify options to create 200 additional shelter beds (50 units) or support equivalent number of families	200 beds (50 units) expansion would expand current 20 unit/80 bed system to 280 beds for families. Rent supports and supplements could also be used to secure and retain housing for families to prevent the need for prolonged shelter stays.	Potential New In-Year/2024: \$3,800,000.00 operating + unknown and significant capital costs
3.d.4 Drop-in Programs Carole Anne's Place (overnight drop-in for women), Living Rock (youth), Wesley Day Centre (all genders), Mission Services Willow's Place (women).	875 people per quarter supported to meet basic needs and get connected to housing supports. Current funding is due to end March 31, 2023. \$1.6 M – Women's programs	Potential New In-Year/2024: \$2,992,000 annually to maintain service for 875 people per quarter with options for all ages and genders

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Extension of funding for drop-ins within the women's system through March 2024 is recommended through Report HSC23019	\$1.39 M - Living Rock and Wesley Day Centre	
3.d.5 Winter Response Strategy Development of a long-term comprehensive winter response strategy is underway due for report back in August.	\$125 K committed for 2023.	Potential New In-Year/2024: TBD August report

Measuring Results

HSD will report back on the progress towards ending chronic homelessness in September for the January – June 2023 timeframe, and annually thereafter. Core performance metrics for each intervention area are outlined below:

Intervention	Indicator
Prevention	<ul style="list-style-type: none"> • Number of individuals/households reached • Number of individuals/households who were connected to a longer-term housing allowance or rent supplement program to maintain their housing • Number of individuals/households who received one-time financial assistance • Total financial (dollars) one-time assistance provided
Diversion	<ul style="list-style-type: none"> • Number of individuals/households reached • Number of individuals/households who received one-time financial assistance • Total financial (dollars) one-time assistance provided
Drop-Ins	<ul style="list-style-type: none"> • Number of individuals/households reached • Number of interactions where individuals received support with their basic needs (e.g., food, water, clothing, etc.) • Number of interactions where individuals received support with their housing needs (e.g., supportive conversations, referrals to specific programs that may meet their needs, etc.)
Housing-Focused Street Outreach	<ul style="list-style-type: none"> • Number of individuals/households reached • Number of interactions where individuals received support with their basic needs (e.g., food, water, clothing, etc.) • Number of interactions where individuals received support with their housing needs (e.g., supportive conversations, referrals to specific programs that may meet their needs, etc.)
Emergency Shelter –	<ul style="list-style-type: none"> • Number of individuals/households reached (i.e. received targeted housing supports within the first 14 days)

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Intervention	Indicator
Early Intervention Supports	
Emergency Shelter	<ul style="list-style-type: none"> • Number of individuals/households reached (total served) • Number of individuals/households provided with an emergency shelter bed/room when needed (unique shelter stayers) • Number of individuals/households accommodated through overflow spaces made available as demand fluctuates • Number of individuals who received support with their housing needs
Transitional Housing	<ul style="list-style-type: none"> • Number of individuals/households reached • Number of individuals placed into more stable housing by the end of their stay in the transitional living situation • Number of individuals who returned to homelessness • Number and % of individuals who successfully exited the program (i.e., individual able to live independently without ongoing case supports)
Rapid Rehousing	<ul style="list-style-type: none"> • Number of individuals/households reached • Number and % of individuals placed into more stable housing and have exited homelessness • Number and % of individuals who returned to homelessness • Number and % of individuals who successfully exited the program (i.e., individual able to live independently without ongoing case supports) • Caseload ratio
Intensive Case Management	<ul style="list-style-type: none"> • Number of individuals/households reached • Number and % of individuals placed into more stable housing and have exited homelessness • Number and % of individuals who returned to homelessness • Number and % of individuals who successfully exited the program (i.e., individual able to live independently without ongoing case supports) • Caseload ratio

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC23021: Overview of Funded Homelessness Support Programs

Appendix “B” to Report HSC23021: State of Homelessness Data

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Appendix “C” to Report HSC23021: Actions & Investments Required to End Homelessness in Hamilton

Appendix “D” to Report HSC23021: Summary of Investments

Appendix “E” to Report HSC23021: Summary of YWCA’s Funding Request for Transitional Living



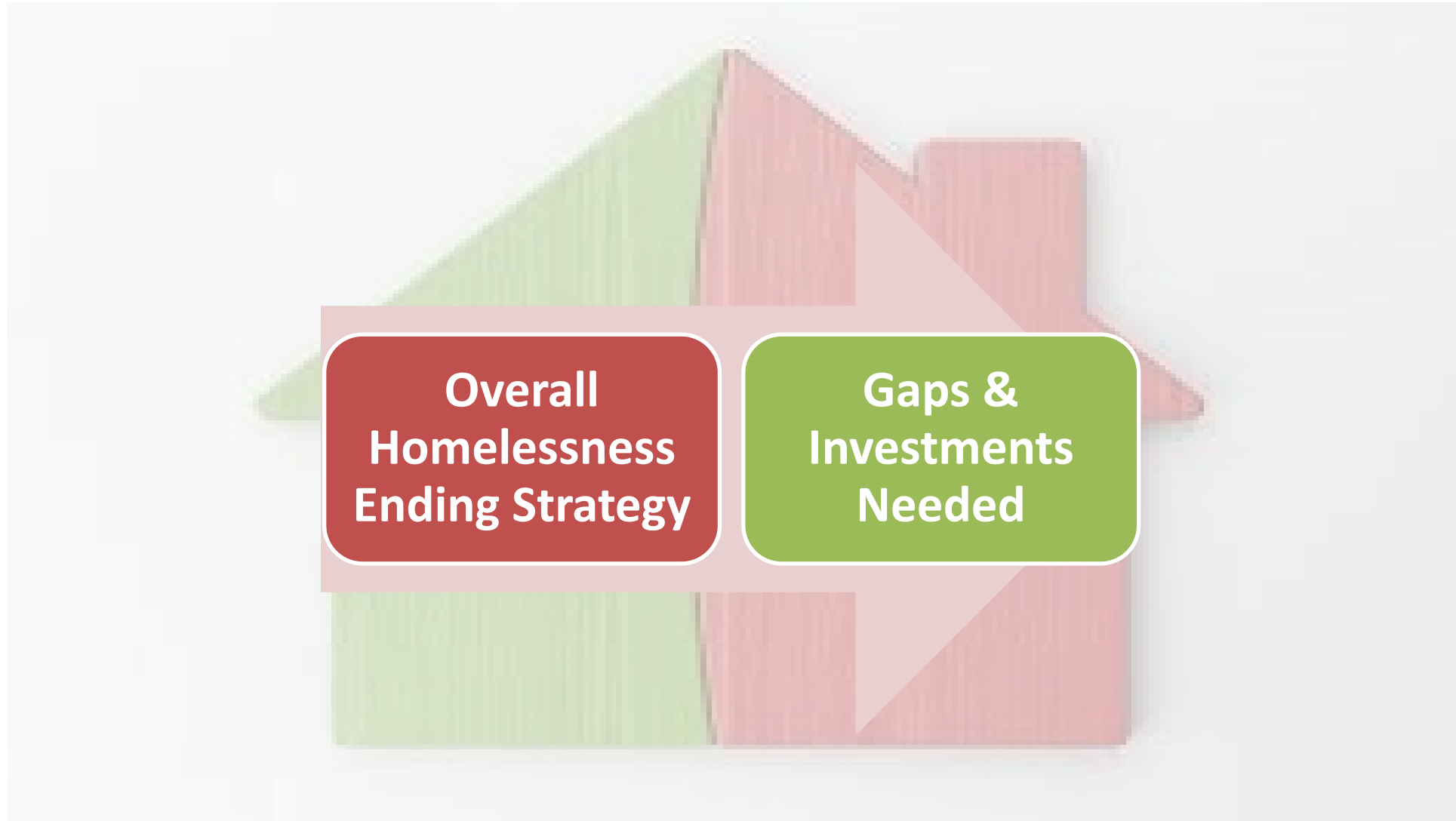
ENDING CHRONIC HOMELESSNESS - REVISED

Emergency and Community Services Committee

March 23, 2023

- Overview of the state of homelessness in Hamilton
- What would it take to end chronic homelessness in Hamilton
- Initiatives underway
- 2023 Budget Items
- New actions and investments required

Ending Chronic Homelessness



Understanding Chronic Homelessness in Hamilton

As of January 2023, 1545 individuals were known to have connected with the homeless-serving system in the three months prior

- 494 were experiencing chronic homelessness of over 6 months
- 1051 were experiencing homelessness for less than 6 months

Since 2020:

- The overall [proportion of people experiencing chronic homelessness has been consistent](#).
- The total number of people experiencing homelessness has increased
- The number of individual shelter stayers per year has been relatively stable.
- Average length of stay increased from 80 days in 2021 to 88 days in 2022

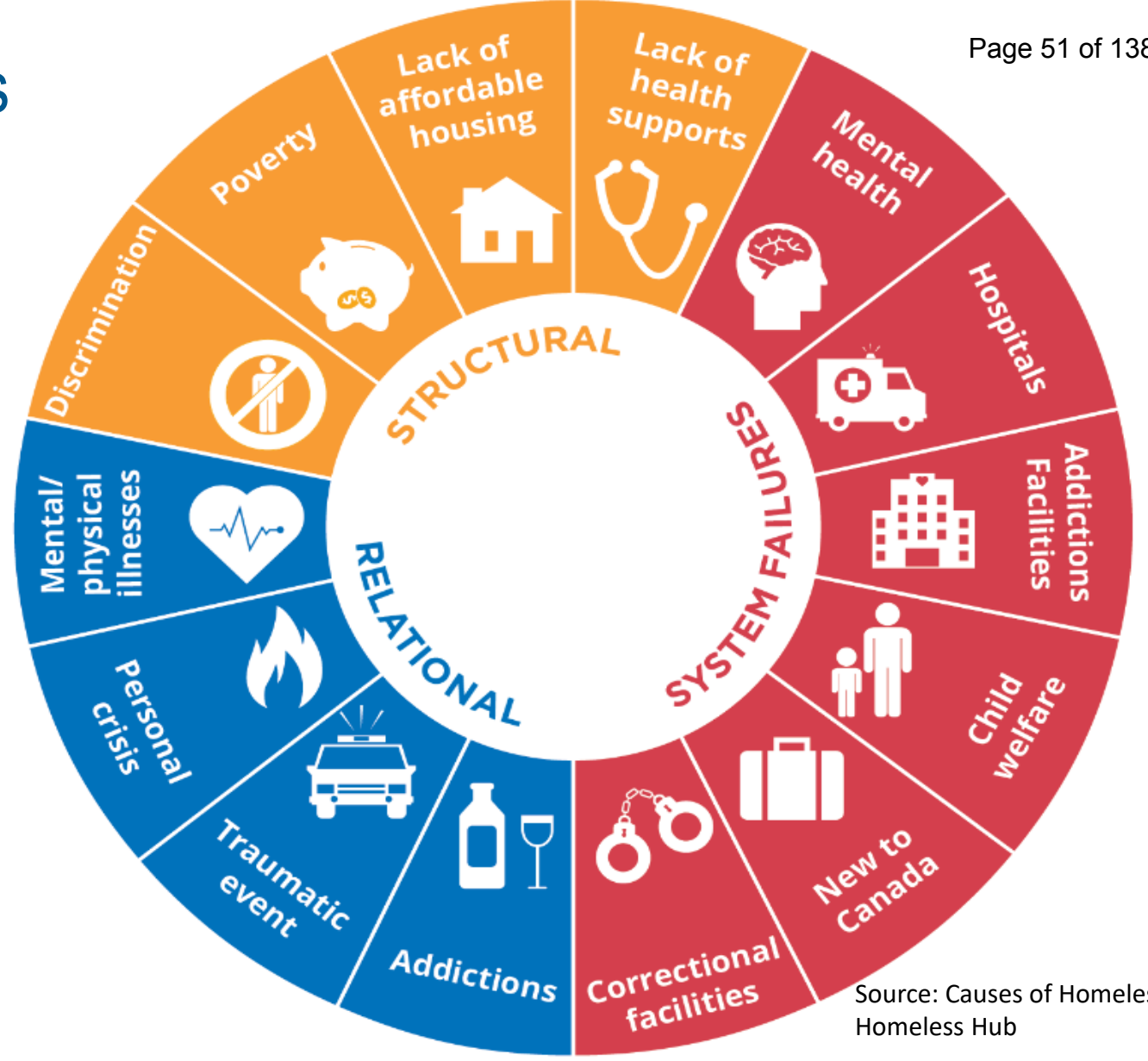
Home is the Foundation



Complex Causes of Homelessness

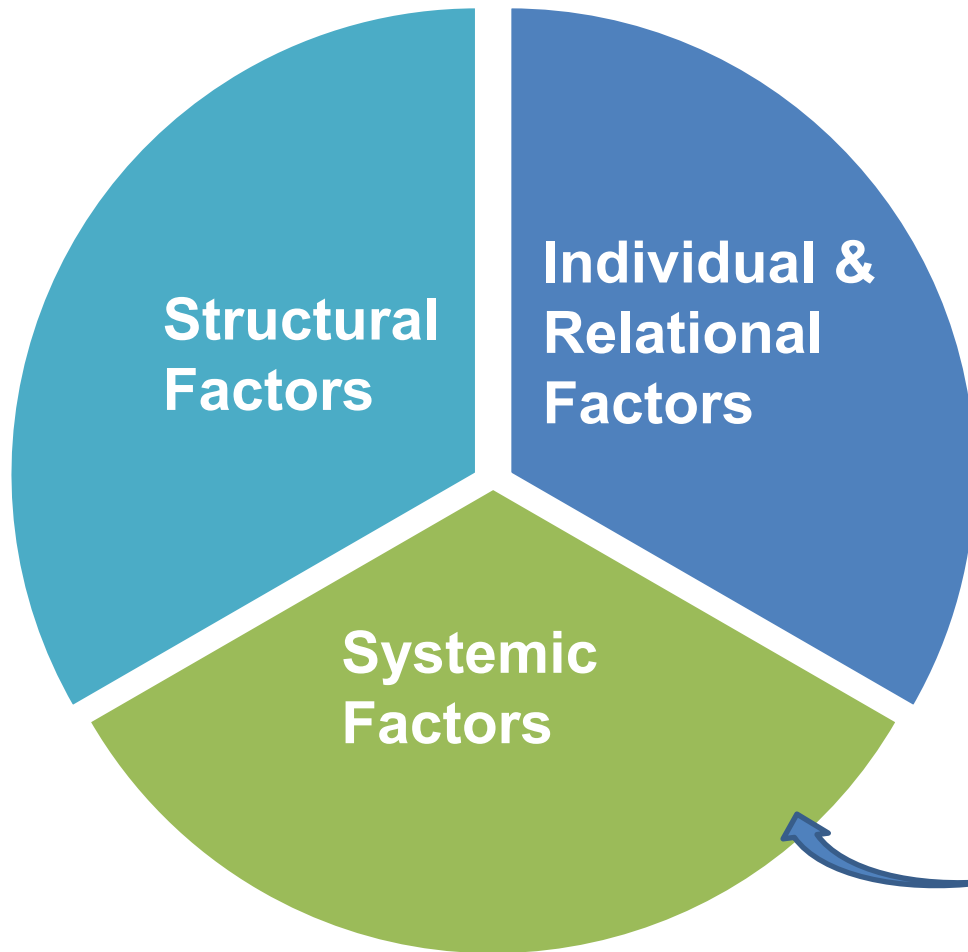
There is no singular cause or pathway to homelessness.

There are no simple solutions.



Source: Causes of Homelessness Homeless Hub

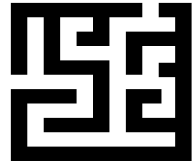
An End to Homelessness



The only known solution to homelessness is **housing.**

Shift to practical community-based response focused on ending homelessness

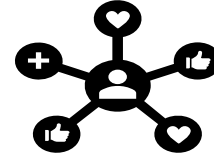
From Managing to Ending Homelessness



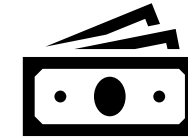
Ending homelessness is hard but together we can build a path forward to achieve measurable reductions that change people's lives.



We are supporting people in crisis. There are major systemic and structural drivers outside our control.



We are building a strong foundation of collaboration and innovation.



We do not have enough resources.

We must invest more and we must invest strategically.

Every investment comes with an opportunity cost.

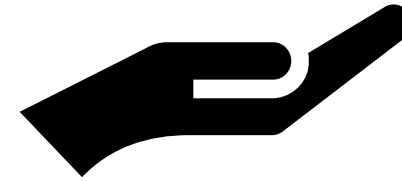
A Hamilton Where Everyone Has a Home



Accelerating building of community housing units and bringing units back online to maintain & increase **supply of affordable housing**

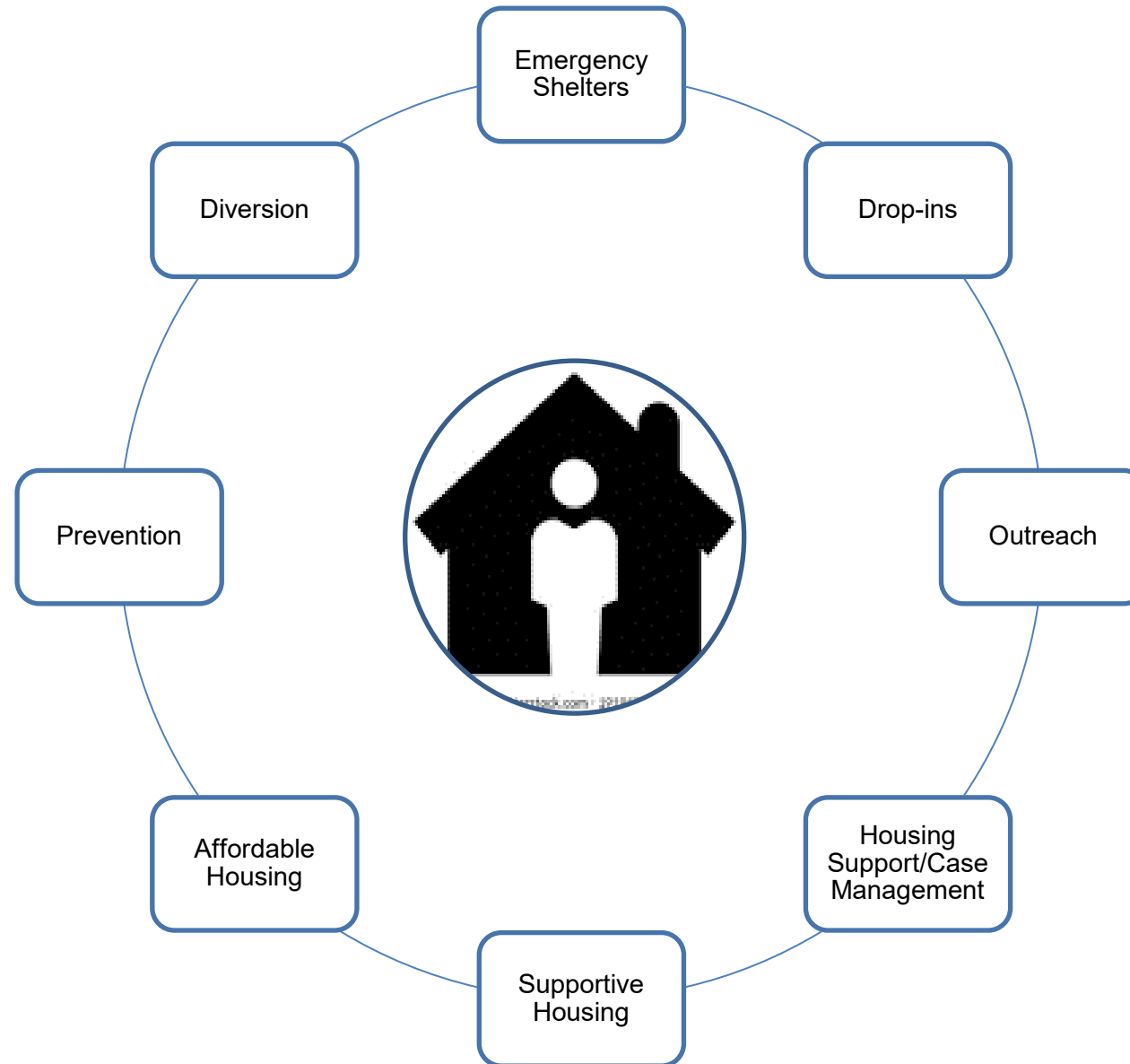


Managing **Access to Housing** through preservation of units and housing subsidy **to get and keep people housed**



Investment and leadership of Coordinated Access to an integrated homeless-serving **system of supports grounded in Housing First**

Hamilton's Homeless-serving System



Roadmap of Services Provided in the Homelessness Service Sector in Hamilton 2022

4037 Individuals accessed services in the homeless-serving system.
26% Chronically Homeless. **27%** High or Very High Acuity. **715** Housed as of Dec 31.



Outreach

Individuals unsheltered and living in encampments

272
Served

54% Chronically Homeless
69% High-Very High Acuity



Drop Ins

Individuals in need of support while unsheltered or to retain housing

976
Served

28% Chronically Homeless
44% High-Very High Acuity

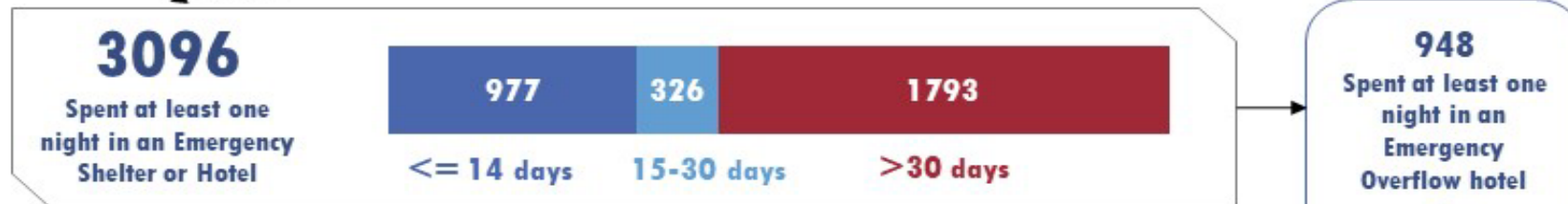


Emergency Shelters

Individuals in need of emergency shelter and supports for up to 30 days

3441
Served

26% Chronically Homeless
26% High-Very High Acuity



For the second year in a row, almost 60% of individuals were supported by shelters for more than 30 days in the year.





Transitional Housing

Individuals with low to mid acuity in need of place-based supports for up to one year to secure permanent housing

170
Served



Rapid Re-Housing

Individuals with mid acuity in need of time-limited financial assistance and supports to help them quickly exit emergency response services and to retain housing. Supports provided for up to one year.

676
Served



Intensive Case Management

Individuals with high acuity in need of longer supports and interventions between 12 to 24 months.

347
Served



Beyond the homelessness system

Individuals with **very high acuity** that are in need of health supports beyond what is available in our system. Estimated that more individuals have Very High acuity than what is confirmed.

179
Served

122 Spent at least one night in an Emergency Shelter

Significant Gaps Between Needs and Resources



Shortfall of an estimated 8000 units of deeply affordable housing. Only 12% of housing stock affordable to people making less than \$45,000/year



In 2022, approximately 28% of people accessing the homeless serving system presented with a high or very high complexity of need ~ 1119 people.

Limited availability of health resources



Low wages
High turnover
Burnout
Need for deeper integration & agency stability

STRATEGIES FOR ENDING HOMELESSNESS



Closing the Gap – Enhancements Underway



Supply and Maintenance of Affordable Housing

- Housing Sustainability Investment Roadmap report coming in April to outline investment needed at each stage of housing continuum



Prevention & Diversion to Keep People Housed

- Launching tax filing pilot ~1200 people
- Enhanced Housing Stability Benefit
- Youth System Landlord Liaison and Diversion Units ~125 youth
- Early Intervention in Men's System ~550-660 men
- Family Case Management ~50



Permanent Housing & Support Solutions

- Enhanced case management staff complements 1193 in 2022 to ~1350
- Embedded health supports for ICM
- Arkledun supportive housing for women & gender diverse individuals ~100-200 people receive integrated health supports with ICM



Emergency Services that are Housing-Focused

- Shelter Standards & Indigenous Accountability Framework
- Coordinated intake and assessment to support housing placements
- Housing-focused street outreach
- Indigenous-led programs

Closing the Gap – Housing Items Already Referred to Council

Intervention	Outcome	Cost
City Housing Hamilton Capital Investment in repair and maintenance	476 CHH units repaired	\$5.7 M (one time)
Affordable Housing Development Fund	6-12 units per year	\$4 M annual
Preserve units in existing social housing inventory	Maintenance of social housing stock ~ 10,698	\$1.1 annual (minimum)
Housing Stability Benefit	1500-2000 households per year	\$600 K annual
COLA adjustment for emergency shelters	Maintain 408 permanent beds in shelter system	\$550 K annual
RHI Rent Subsidies	Ongoing subsidy for up to 143 units	\$125 K annual
Benchmarking for housing providers	Offset costs for provincially funded social housing	\$4.2 M annual

Closing the Gap – Housing Items Already Referred to Council

Intervention	Outcome	Cost
YWCA Request to Cover Staffing and Security Costs	Enhanced budget for 65 existing Transitional Housing units	\$2.6 M annual
Temporary Overflow and Drop-in Capacity in the Women’s Emergency Shelter System (HSC23019 in-year budget request)	20 additional shelter beds for women through May 2024; drop-in supports for 434	\$3,510,000 one time in-year
	Total One Time	\$9,210,000
	Total Annual Ongoing	\$ 13,175,000
	Total Referred to Council (Budget 2023 & HSC23019)	\$22,385,000

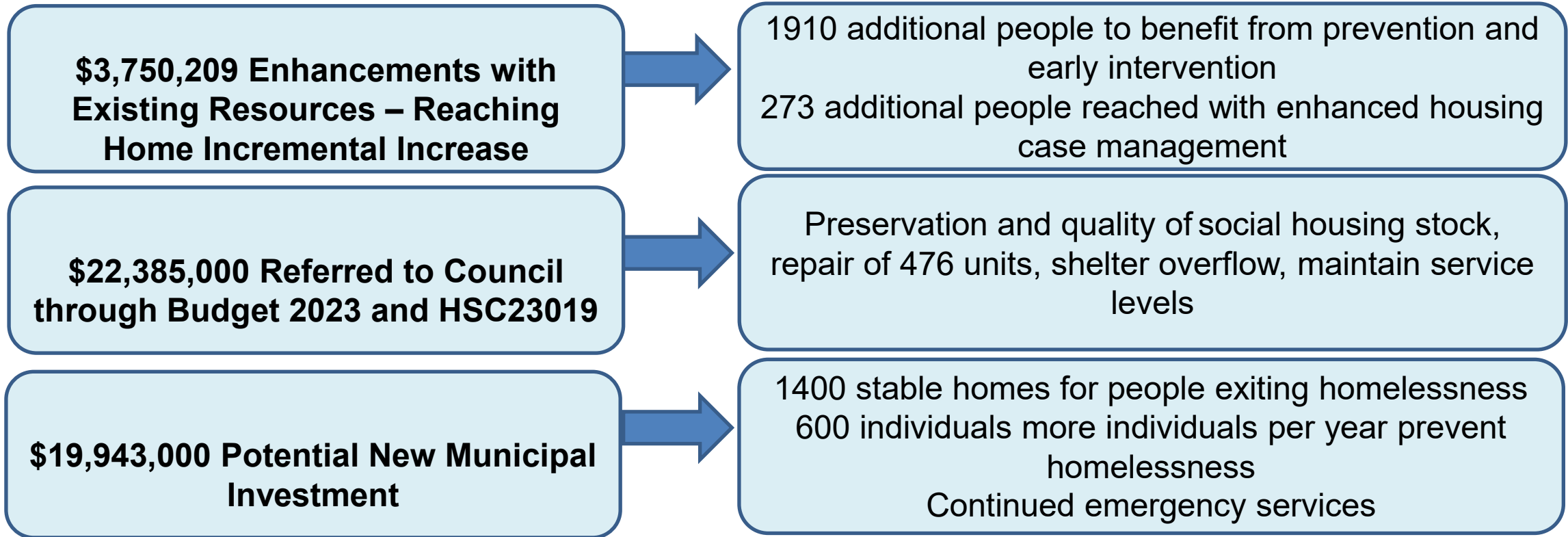
Closing the Gap - Potential New Investments to End Chronic Homelessness

Intervention	Outcome	Cost
CityHousing operational budget	Maintain housing quality and stability for 13,000 tenants	\$2 M
Adult Diversion Enhancement	~600 people per year to prevent homelessness	\$333,000
Municipal Housing Benefit	500 households	\$3,412,000
Landlord Retention Pilot	Retention of 250 units	\$1.7 M
Permanent Supportive Housing	Up to 200 individuals supported	\$1,756,000 estimated in municipal investment, contingent on up to \$7.1M provincial and health sector investment

Closing the Gap - Potential New Investments to End Chronic Homelessness

Intervention	Outcome	Cost
Residential Care Facilities	Housing stability for 660 people	\$2 M enhancement to bring total annual investment to \$8,583,240
Emergency Shelter – Women’s System Expansion of 40 beds	40 Additional beds bringing women’s system to 86 permanent beds	\$1,950,000.00
Emergency Shelter – Family System Expansion of 50 Units/200 beds	200 beds (50 units) expansion would expand current 20 unit/80 bed system to 280 beds for families	\$3,800,000.00
Drop-ins	875 individuals supported per quarter	\$2,992,000
Winter Response Strategy		TBD
Total Potential New Investments		\$19,943,000

What Will It Cost to End Chronic Homelessness?



YWCA Council-Referred Item

- Transitional Living Program (TLP) for women
 - Temporary housing with supports intended to support individuals to attain permanent housing – (not shelter, not permanent housing)
- Unique program for women in Hamilton
 - Intended to be a transitional, short-term solution with an exit to permanent housing
 - Possible solution where there is a lack of housing with supports
- Challenges:
 - Potentially delays entry into permanent housing
 - Not aligned to a “housing first” principle
 - Opportunity cost vs. investment in permanent supportive housing

YWCA Council Referred Item

\$2.6 M vs \$2.0 M Investment:

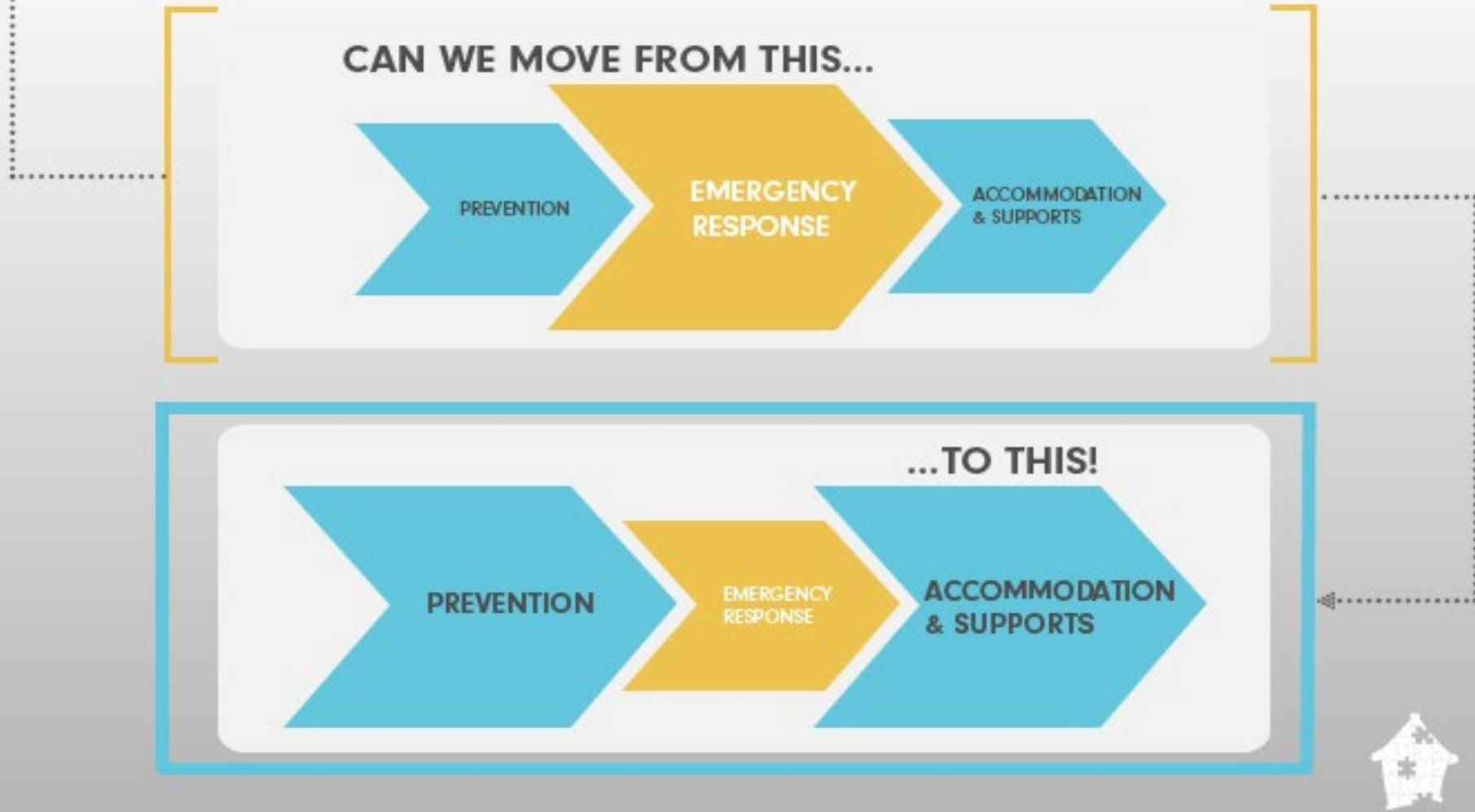
- \$2.6 M provides ongoing base operating funding sufficient to meet program operational needs
 - Ideal staffing model and ratio, including specialized mental health & trauma services
 - Food, security costs, basic needs, facilities management
- \$2 M improves program overall
 - Increases staffing significantly, however
 - Limited to 1 staff providing housing, peer support and harm reduction supports; limited to 2 overnight staff
 - Food, security costs, basic needs, facilities management

Intervention	Indicator
Prevention	<ul style="list-style-type: none">• Number of individuals/households reached• Number of individuals/households who were connected to a longer-term housing allowance or rent supplement program to maintain their housing• Number of individuals/households who received one-time financial assistance• Total financial (dollars) one-time assistance provided
Diversion	<ul style="list-style-type: none">• Number of individuals/households reached• Number of individuals/households who received one-time financial assistance• Total financial (dollars) one-time assistance provided
Drop-Ins	<ul style="list-style-type: none">• Number of individuals/households reached• Number of interactions where individuals received support with their basic needs (e.g., food, water, clothing, etc.)• Number of interactions where individuals received support with their housing needs (e.g., supportive conversations, referrals to specific programs that may meet their needs, etc.)

Intervention	Indicator
Housing-Focused Street Outreach	<ul style="list-style-type: none">• Number of individuals/households reached• Number of interactions where individuals received support with their basic needs (e.g., food, water, clothing, etc.)• Number of interactions where individuals received support with their housing needs (e.g., supportive conversations, referrals to specific programs that may meet their needs, etc.)
Emergency Shelter	<ul style="list-style-type: none">• Number of individuals/households reached (total served)• Number of unique shelter stayers• Number of individuals/households accommodated through overflow spaces• Number of individuals who received support with their housing needs
Transitional Housing	<ul style="list-style-type: none">• Number of individuals/households reached• Number of individuals placed into more stable housing by the end of their stay• Number of individuals who returned to homelessness• Number and % of individuals who successfully exited the program (i.e., individual able to live independently without ongoing case supports)

Intervention	Indicator
Rapid Rehousing	<ul style="list-style-type: none"> ● Number of individuals/households reached ● Number and % of individuals exiting homelessness to stable housing ● Number and % of individuals who retain housing at 6 months; 12 months ● Number and % of individuals who returned to homelessness ● Number and % of individuals who successfully exited the program (i.e., individual able to live independently without ongoing case supports) ● Caseload ratio
Intensive Case Management	
Supportive Housing	<ul style="list-style-type: none"> ● Number of individuals/households reached ● Number and % of individuals who retain housing at 6 months; 12 months ● Number of individuals who returned to homelessness ● Number and % of individuals who report improvements to quality of life, income, and community inclusion ● Number and % of individuals who demonstrate reduced need/usage for emergency services

STRATEGIES FOR ENDING HOMELESSNESS





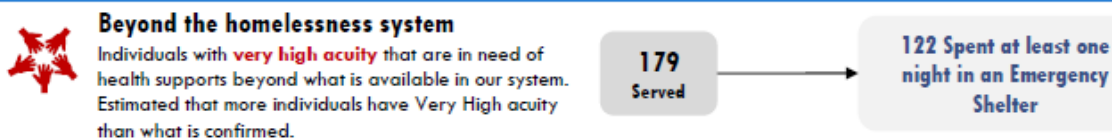
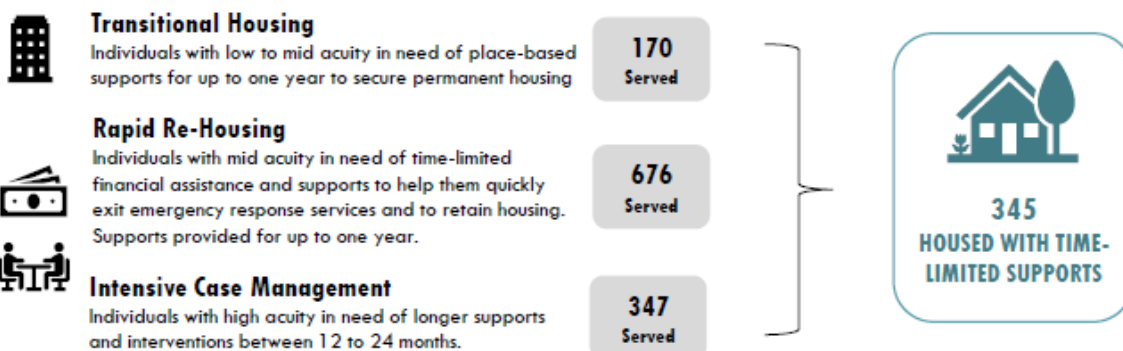
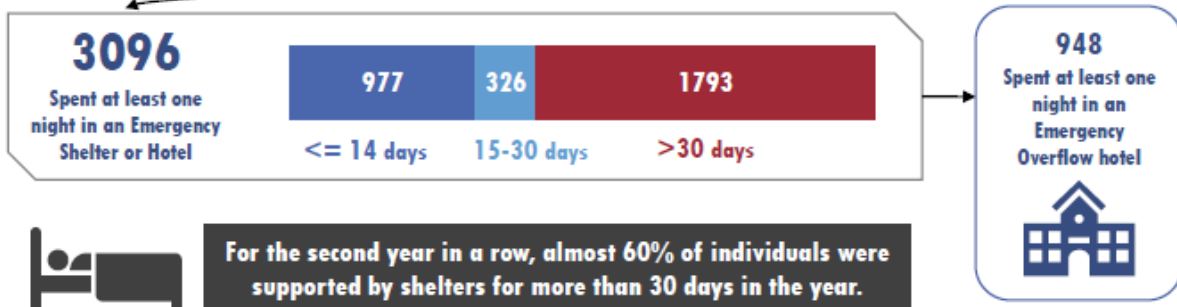
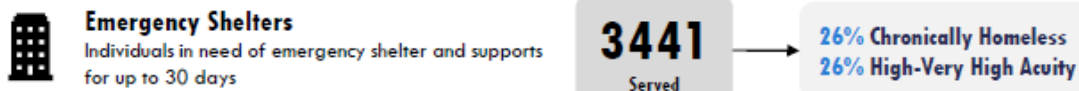
QUESTIONS?

Overview of Funded Homelessness Support Programs

<p>Prevention Programs couple financial support (rent and utility arrears, etc.) with case management to achieve housing stabilization for those at imminent risk for homelessness.</p>	<p>Diversion Concentrates efforts in ensuring alternative immediate housing arrangements are fully explored and supported where needed.</p>	<p>Outreach/Drop-ins Provide services to meet basic needs and connect to additional housing resources and supports</p>	<p>Emergency Shelters Housing-focused sheltering services include diversion, early intervention, intake and assessment, case management, a bed, and meals.</p>	<p>Transitional Housing Provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is typically less than one year.</p>	<p>Rapid Rehousing (RRH) Provides targeted, time-limited financial assistance and support services to help people quickly exit emergency response services and retain housing.</p>	<p>Intensive Case Management (ICM) Longer-term case management and housing support to higher acuity participants facing long-term homelessness (chronic homelessness), addictions, mental health. The length of the intervention is generally between 12 and 24 months.</p>
<p>Rent Ready/Housing Stability Benefit</p> <ul style="list-style-type: none"> Financial assistance to help cover costs of first and last month's rent, arrears, moving Open to all populations, includes Indigenous stream <p>Good Shepherd, Housing First Staying Home</p> <ul style="list-style-type: none"> Youth, single women, and families Financial assistance (i.e. rent arrears, utility arrears, moving costs) Brief case management (three months) to stabilize or locate housing <p>St. Matthew's House, Housing Outreach Prevention Eviction for Seniors (HOPES)</p> <ul style="list-style-type: none"> Case management supports to maintain or obtain housing Support to obtain financial supports where appropriate Advocacy and referrals to community resources <p>Housing Help Centre</p> <ul style="list-style-type: none"> All populations Short-term support to stabilize or locate housing Advocacy and referrals to community resources Administration of Municipal Housing Allowances 	<p>Shelter-based Diversion (all shelters)</p> <ul style="list-style-type: none"> Support households with finding appropriate alternatives to shelter Flex funds to maintain or acquire stable housing <p>Community Youth Housing Project Diversion</p> <ul style="list-style-type: none"> Divert youth 16-24 to appropriate housing Assessments available 24/7 Flex funds available to support placement in or access to housing <p>Early Intervention – Good Shepherd Men's Centre, Mission Services' Men's, Salvation Army</p> <ul style="list-style-type: none"> 14 days of intensive case management at the onset of shelter stay to quickly resolve homelessness <p>Target: 30% of people seeking shelter spaces are diverted to safe alternative housing</p>	<p>City of Hamilton Housing Services, Housing Focused Street Outreach</p> <ul style="list-style-type: none"> Daily 7am-7pm <p>Hamilton Regional Indian Centre, Indigenous Drop-in</p> <ul style="list-style-type: none"> M-F 8:30-6:30 <p>Living Rock Youth Drop-in (youth 13-25)</p> <ul style="list-style-type: none"> Daily 1-5pm <p>Mission Services, Willow's Place (women)</p> <ul style="list-style-type: none"> Daily drop-in 9am-8:30 pm <p>Wesley Day Centre (Closing Mar' 03)</p> <ul style="list-style-type: none"> M-F 8:30-4:30pm <p>YWCA, Carol Anne's Place (women)</p> <ul style="list-style-type: none"> Overnight Drop-in for women Daily 10pm-8am <p>Winter Response: The Hub</p> <ul style="list-style-type: none"> Daily from 5 pm to 9 pm Winter overnight 10pm-10am until March 31, 2023 	<p>Shelter System Total Beds: 408 (+112 beds in four Violence Against Women Shelters, not City-funded + temporary hotel overflow)</p> <p>Good Shepherd Men's Centre & West Ave (54 beds)</p> <p>Mission Services Men Centre (58 beds)</p> <p>Salvation Army Booth Centre (86 beds)</p> <p>Men's Total Beds: 198</p> <p>Good Shepherd Mary's Place (25 beds)</p> <p>St Joseph's Womankind (6 beds)</p> <p>Mission Services Emma's Place (15 beds)</p> <p>Cathedral Temporary to Mar '23 (63 beds)</p> <p>Women's Total Beds: 104</p> <p>Good Shepherd Family Centre (80 beds, 20 rooms)</p> <p>Family Beds: 80</p> <p>Good Shepherd Notre Dame House (21 beds)</p> <p>Youth Total Beds: 21</p> <p>Temporary Hotel Overflow: 30 rooms for families</p>	<p>YWCA Transitional Living Program</p> <ul style="list-style-type: none"> 65 transitional beds for women and people who are gender non-binary Duration up to one year Case management supports (e.g. skill building, safety planning) <p>Wesley Urban Ministries, Wesley Youth Housing</p> <ul style="list-style-type: none"> 15 placements with 24/7 staffing support Provide youth aged 16-21 temporary housing (up to 24 months) Assist clients in obtaining permanent housing placements 	<p>Mission Services, Housing UP Rapid Rehousing</p> <ul style="list-style-type: none"> Mobile case managers support document readiness Case management supports include one monthly in-home meeting Housing stabilization support up to nine months <p>Good Shepherd, Rapid Rehousing Program</p> <ul style="list-style-type: none"> Women and families Team structured to ensure no service interruption in the absence of an assigned case manager Supports provided up to six months after housing achieved 	<p>Hamilton Regional Indian Centre, Indigenous Housing Services</p> <ul style="list-style-type: none"> Supports Indigenous People experiencing homelessness to move into permanent housing Facilitates services and supports that promote housing stability. <p>Includes Indigenous drop-in, outreach, and shelter intervention as well as case management for people newly and chronically homeless</p> <p>Good Shepherd Housing First Intensive Case Management Program</p> <ul style="list-style-type: none"> Includes women (previously the SOS program), youth (previously Housing First for Youth), and families under one ICM program Support housing stabilization within 18-24 months <p>Mission Services Housing UP ICM</p> <ul style="list-style-type: none"> ICM support to men to move into housing Support housing stabilization within 18-24 months <p>Wesley Urban Ministries Wesley Hamilton Housing Services Intensive Case Management Housing</p> <ul style="list-style-type: none"> ICM support to men to move into housing Support housing stabilization for average of 18 months
<p>Prevention Target: 1777 clients stabilized into permanent housing situation</p>			<p>ICM, RRH, Transitional Housing Targets: 630 individuals + 121 families</p>			

Roadmap of Services Provided in the Homelessness Service Sector in Hamilton 2022

4037 Individuals accessed services in the homeless-serving system.
26% Chronically Homeless. **27%** High or Very High Acuity. **715** Housed as of Dec 31.



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State of Homelessness in Hamilton March 2023

This appendix describes the current level of need within the homelessness system by outlining information on the number of people experiencing homelessness through 2022, services and programs accessed, and type of needs identified.

As of the end of December 2022, there were 1536 individuals considered to be actively homeless in Hamilton, defined by having connected with the homeless-serving system in the previous 90 days. This is an increasing trend. The number of people known to be experiencing homelessness on average in 2020 was 1024 and in 2021 it was 1202. However, expanded services and improved data collection capabilities also occurred during this time and may account for some of the increased reporting.

In 2022, a total of 4037 individuals accessed homeless-serving programs funded by the City of Hamilton. Of those who accessed the homeless-serving system in 2022, 3441 accessed supports offered through a shelter, and 3096 spent at least one night in a shelter. The number of individual shelter stayers per year has been relatively stable with 2810 in 2020 and 3112 in 2021. However, average length of stay increased from 80 days in 2021 to 88 days in 2022.

Chronicity: Of the 1536 individuals on the By-Name List (BNL) at the end of December 2022, 488 were experiencing chronic homelessness of six months or more and 1048 were experiencing a duration of homelessness less than six months. Of all the individuals who accessed a service in 2022, a total of 26% were chronically homeless (experiencing homelessness for 6 months or more). For populations served by each system (Men, Women, Youth, and Families) the total number of individuals who were chronically homeless ranged from 8% for youth to 46% for families. Additionally, 29% of seniors and 25% of Indigenous individuals were experiencing chronic homelessness. While the chart below defines chronicity by duration of homelessness over six months, Hamilton’s homeless-serving sector considers all Indigenous people to be experiencing chronic homelessness due to displacement from culture, spirituality, family, land, and community as a result of ongoing colonial violence. The overall proportion of people experiencing chronic homelessness has been consistent over the past three years. However, data reporting methods were changed in April 2022 to align with national standards so direct comparison before that date is not possible. Additionally, the number and proportion of families experiencing chronic homelessness is a concerning trend that has increased during the pandemic. Lack of affordable and suitable units for families is an enormous pressure in the system as well as inadequate financial resources to prevent family homelessness through payment of arrears.

Table 1: Total Number of Individuals Served Through the Homeless-Serving System in 2022 Broken Down by Sector and Chronic/Non-Chronic Status

	Non-Chronic	Chronic	Unknown	Total
Total Reached	2778 (69%)	1046 (26%)	213 (5%)	4037
Seniors	134 (68%)	57 (29%)	7 (3%)	198

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Indigenous		310 (66%)	118 (25%)	40 (9%)	468*
Sectors (non- discreet)	Men	1680 (76%)	407 (19%)	114 (5%)	2201
	Women	655 (60%)	343 (31%)	92 (8%)	1090
	Youth	141 (90%)	13 (8%)	3 (2%)	157
	Families	423 (54%) individuals 112 households	355 (46%) individuals 94 households	0	778 individuals 206 households

*Although people who identify as having Indigenous ancestry represent 11% of people who accessed the homeless-serving system in 2022, this is expected to be an undercount. Many Indigenous people may choose not to self-identify when accessing non-Indigenous programs. Additionally, Indigenous-led housing support programs, such as Hamilton Regional Indian Centre and Native Women’s Centre, are not using HIFIS and they may be seeing individuals who have not accessed shelters or non-Indigenous drop-in programs. The Point-in-Time Connection survey conducted in 2021 and utilizing Indigenous methodologies found that 23% of 545 people surveyed identified as Indigenous or as having Indigenous ancestry.

Shelter Trends: Emergency Shelters are designed to provide short-term emergency shelter and housing supports, ideally for a duration less than 30 days. Early Intervention programs within shelters are designed to provide supports for up to 14 days to help people quickly end experiences of homelessness. Using those benchmarks, 32% of all shelter stayers in 2022 had a shelter stay of 14 days or less and 11% had a shelter stay between 15-30 days, for a total 43% of individuals with a shelter stay less than 30 days. A total of 58% spent more than 30 nights in shelter, meaning that almost 60% of all shelter stayers were in need of shelter and supports beyond the intended design of the Emergency Shelter System. This is comparable to 2021 data. There is variation in the cumulative length of stay by system. A total of 44% of youth, 46% of men, and 59% of women spent more than 30 nights in a shelter in 2022, while 84% of families spent more than 30 nights.

In 2022 Hamilton’s homeless-serving system connected with 272 individuals experiencing unsheltered homelessness, with an average of 36.5 individuals living unsheltered per month engaged through outreach activities. In the last three months of 2020, the housing focused street outreach team saw an average of 144 unique individuals per month and an average of 85 per month throughout 2021. While the monthly data has been variable, this indicates a downward trend in people experiencing unsheltered homelessness from 2021 through 2022.

High lengths of stay in the emergency shelter system is a result of there being inadequate opportunities for people to move quickly from the shelter system into stable housing. This creates blockages in the emergency system where people are getting stuck in homelessness and in shelters with limited space available for those newly experiencing homelessness to access this support.

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Table 2: 2022 Shelter Stayers Length of Stay by Sector

System	Length of Stay (<= 14 days)	Length of Stay (15-30 days)	Length of Stay (31-179 days)	Length of Stay (>=180 days)	Total Number 1 st Time Shelter Stayers (Inflow)	Average Stay Length	Total
MEN	657 (42%)	195 (12%)	594 (38%)	128 (8%)	764	118	1574
WOMEN	202 (30%)	71 (11%)	265 (40%)	125 (19%)	338	100	663
YOUTH	37 (36%)	21 (20%)	45 (43%)	1 (1%)	77	40	104
FAMILY	81 (11%)	37 (5%)	352 (47%)	281 (37%)	452	150	751

*Total does not equal total unique shelter stayers as some individuals had a shelter stay in more than one system within the year.

*Length of stay depicted is a sum of all stays for each client that spent at least one night in a shelter within the year. It includes dates that fall outside of 2022 if it was part of a 2022 stay.

* For certain hotel locations, gender was used to determine if the individual should be assigned to the men or women system.

*A comparison of the number of households served in the family sector is unavailable due to data quality in 2020.

Table 3: 2021 to 2022 Comparison of Shelter Stayer Length of Stay

	Length of Stay (<= 14 days)	Length of Stay (15-30 days)	Length of Stay (>30 days)	Minimum Stay Length	Maximum Stay Length	Average Stay Length	Total
2022	977 (32%)	326 (10%)	1793 (58%)	1	738	88 nights	3096
2021	913 (29%)	361 (12%)	1838 (59%)	1	651	80 nights	3112

Acuity: Acuity is a term used in health and social services to refer to the level of need an individual presents with, it is often used interchangeably with a description of complex co-occurring needs. Individuals accessing the homeless-serving system are engaged to complete a common triage assessment to help identify unique needs and to ensure staff appropriately support them with their housing plan and coordination of additional supports. Recognizing that needs are dynamic and cannot be wholly captured through a single tool, mechanisms such as further staff assessment and case conferencing allows individual circumstances and need to be identified in depth, to ensure appropriate match to available resources. These supports address needs such as mental health, addictions, housing preferences.

A total of 66% of people who stayed in shelter for less than 30 days did not complete a common triage tool and therefore would be represented as having an unknown level of acuity. This is consistent with expectations and best practices to allow a 14-day window for people to resolve their homelessness before completing a triage assessment.

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Indigenous peoples are also not required to complete a common triage or assessment tool, however are welcome to do so if they feel comfortable. Work is underway through CHIL to develop a culturally appropriate process for understanding the needs of Indigenous community members that will be implemented across all non-Indigenous providers within the homeless-serving system.

The number of individuals with low acuity who accessed services was consistently low within each system. It ranged from 6% of households in the family system to 10% of youth. While acuity was not known for everyone who accessed services, within each system and for seniors and Indigenous individuals, approximately half of individuals had mid to high acuity. This points to a need for wholistic supports to help individuals access and retain housing. Individuals with mid acuity are the target population for City-funded Rapid Rehousing case management programs, while individuals with high acuity are the target population for Intensive Case Management supports. Typically, people with lower acuity or unknown acuity who stay in the system for a short period are successful at resolving homelessness without ongoing case management supports. A total of 179 (4%) individuals who accessed a service in 2022 (including 122 shelter stayers) had acuity that was very high. At any given time, there are approximately 100 people with very complex co-occurring needs represented on the By-Name List of people who have interacted with the homeless-serving system in the past 90 days. It is expected that individuals with very high acuity and a proportion of those with a high acuity require specialized health supports, including options for permanent supportive housing, that are not available through the homeless-serving system.

Table 4: Total Number of Individuals Reached in 2022 Broken Down by Acuity

		Low	Mid	High	Very High	Unknown	Total
Total Reached		310 (8%)	862 (21%)	940 (23%)	179 (4%)	1746 (43%)	4037
Seniors		36 (18%)	67 (33%)	30 (15%)	6 (3%)	59 (30%)	198
Indigenous		22 (5%)	78 (16%)	150 (32%)	36 (8%)	182 (39%)	468
Sector s (non- discre et)	Men	208 (9%)	506 (23%)	644 (29%)	115 (5%)	728 (33%)	2201
	Wome n	66 (6%)	245 (22%)	287 (26%)	68 (6%)	424 (39%)	1090
	Youth	15 (10%)	33 (21%)	54 (34%)	7 (4%)	48 (31%)	157
	Famili es	18 (2%) 13 househol ds (6%)	116 (15%) 102 househol ds (50%)	37 (5%) 28 househol ds (14%)	10 (1%) 7 househol ds (3%)	597 (77%) 56 househol ds (27%)	778 206 househol ds

Actions and Investments to End Chronic Homelessness in Hamilton

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
<p>1. Investments in capital to build and maintain supply of affordable housing Housing and Homelessness Action Plan (HHAP) Alignment (CS11017) Outcome 1: Create more affordable rental and ownership housing in Hamilton to help meet the need and demand Outcome 2: Increase people’s housing affordability, stability, and choice Outcome 4: Ensure people live in housing that is good quality, safe, and suitable to their needs</p>			
<p>1.a) Capital investments in repair and maintenance of existing affordable community housing stock</p>	<p>What’s Working</p> <ul style="list-style-type: none"> • 1935 units repaired in 2021. • \$1.26 M boost in dedicated annual funding for a total of \$111 M municipal contribution towards the National Housing Strategy Co-Investment Fund Repair and Renewal Streams. • \$145.7 M Co-Investment Program Loan repayment for accessibility and energy efficiency repairs and renewal of 6,290 CityHousing Hamilton units over the course of 8 years from 2021. <p>What’s Needed There are currently 476 CityHousing Hamilton units that are vacant due to need for repair (report forthcoming in April 2023). This presents an opportunity to invest in bringing these units back online at a cost of \$5.7M. The total current unfunded capital repair backlog across all Hamilton housing providers is estimated at \$234 M to maintain state of fair repair to aging housing stock. The estimated cost of repair is expected to increase to \$600 M by 2032. This would include repairs needed to overall infrastructure, such as: heating/cooling systems, elevator repair, roofs, etc.</p> <p>Investment in repair and renewal of existing housing stock as significantly more cost effective than building new housing (repair costs estimated at \$5000-25,000 per unit depending on size versus average of \$500,000/unit for new development)</p>	<p>\$111 M National Housing Strategy Co-Investment Fund Repair and Renewal Streams</p> <p>\$413,000 in 2022 to CHH’s Co-Investment Program Loan</p>	<p>\$5.7 M one-time capital funding for repair of 476 units (request to Council in process)</p> <p>\$234 M one-time capital funding for all existing infrastructure repairs, including units</p>
<p>1.b) Capital investment in non-profit development of affordable housing</p>	<p>What’s Working</p> <ul style="list-style-type: none"> • Through the Federal Rapid Housing Initiative Rounds 1 and 2, the City of Hamilton was able to leverage funds to invest in a total of 143 new units from October 2020 through December 2022 (HSC22027). • In total the Hamilton brought online 184 new units in 2021-22. <p>What’s Needed The Housing and Homelessness Action Plan (HHAP) sets a target of completing 350 new units per year to meet demand projected in 2013. Since that time, the City has averaged 55 new units per year.</p>	<p>\$62,566,554.00 to date in federal RHI 1 & 2 development of 143 units.</p>	<p>\$175 M annually would be required to meet goal of 350 new affordable units* developed per year from current average of 55</p>
<p>1.c) Acquisition of affordable housing</p>	<p>With construction cost of new builds at \$500 K / unit, \$175 M in capital development would be required annually to meet the HHAP goal. Hamilton has an estimated shortfall of 8000 units of deeply affordable housing accessible to people on very low income.</p> <p>Report HSC23003(s) Affordable Housing Funding Program proposed \$4-million-a-year fund to boost the development of non-profit housing in Hamilton amid a deepening affordability crisis. However, this fund would be limited to supporting completion of 6-8 units if covering full costs or 12-16 with funding leveraged through federal and provincial governments.</p>		<p>*At least 80% of Average Market Rent (AMR) or less</p>

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
<p>1.d) Incentivize affordable housing on the private market</p>	<p>What’s Working/Promising</p> <ul style="list-style-type: none"> • Secondary Suites Strategy (HSC22007): Up to \$25 K forgivable loan and \$5 K grant for homeowners developing secondary dwellings • Inclusionary Zoning Policy underway through Planning and Economic Development • Restriction of Short-term Rentals • Vacant Home Tax <p>What’s Needed</p> <p>Hamilton has an estimated shortfall of 8000 units of deeply affordable housing accessible to people on very low income. This requires a multi-pronged strategy to increase the supply of housing through public and private providers. Each of the strategies under What’s Working contribute to increasing supply of units on the private market while contributing to the missing middle of urban density.</p>	<p>2023: Up to \$700 K through the Ontario Renovates Secondary Suites Forgivable Loan Program (estimated support for 23 units)</p>	<p>TBD through HSIR and finalization of Inclusionary Zoning policy</p>
<p>2. Preserving community housing units and managing access to subsidized housing</p> <p>Housing and Homelessness Action Plan Alignment</p> <p>Outcome 1: Create more affordable rental and ownership housing in Hamilton to help meet the need and demand</p> <p>Outcome 2: Increase people’s housing affordability, stability, and choice</p> <p>Outcome 4: Ensure people live in housing that is good quality, safe, and suitable to their needs</p> <p>Outcome 5: Provide people with respectful, quality service within a “user-friendly” system</p>			
<p>2.a) Preserve community housing stock to house community members on very low income through social housing waitlist</p>	<p>What’s Working</p> <ul style="list-style-type: none"> • 10,698 people supported through community housing or rent subsidy in 2021. • As the Service Manager, the City of Hamilton is responsible for capital planning to preserve and seek to increase the supply of community housing. The City also administers the Access to Housing waitlist and is the primary funder of community housing for low-to-moderate income households in Hamilton. Community housing is a critical component of the housing continuum as it provides necessary shelter and stability for many households. • Proactive engagement with federal and provincial partners to renew operating agreements for community housing. Of the 64 projects affecting 4601 units that have expired to-date, the City of Hamilton was able to incentivize 64% of units to stay within the City of Hamilton’s Social Housing portfolio through municipal dollars. HSD works actively to preserve this vital stock of community housing through efforts to maintain and renew operating agreements as well as supporting housing providers for operating costs which include increased utility costs and general maintenance to ensure preservation of housing units for those in need. <p>What’s Needed</p> <p>Between 2001 and 2020, 1,654 units were removed from the community housing stock because of the end of operating agreements. Every year, Hamilton is at risk of losing more community housing stock as a result of expiring operating agreements. By 2032, all existing community housing operating agreements within Hamilton will expire.</p> <p>Note: While the supply and maintenance of social housing is related to ending homelessness in that it is one source of affordable housing, the social housing waitlist is not interchangeable with the By-Name List of people known to be experiencing homelessness.</p> <p>Investments in supply and maintenance of housing exceed the costs of addressing homelessness alone and more broadly address core housing need in the City of Hamilton.</p>	<p>In 2022 the City contributed \$35.7 M, a \$1.8 M increase over 2021, towards maintenance of social housing</p> <p>HSC22040 has approved use of mortgage savings for EOM as well as an additional \$1.1 M to refer to 2023 budget.</p>	<p>Requires enhancement to be determined through report in June 2023</p>
<p>2.b) Evaluate and ensure sufficiency of</p>	<p>What’s Working</p> <p>CityHousing Hamilton is Hamilton’s largest social housing provider. More than 13,000 tenants call CHH home, including single adults, families and seniors. Most housing is available on a rent-geared-to-income (RGI) basis, as well as some housing units provided at market rent. CHH works to</p>	<p>\$51 M levy</p>	

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
<p>CityHousing Hamilton operating budget</p>	<p>enhance the quality of life for tenants by providing safe and affordable housing, while ensuring there are additional programs and supports through various partnerships with community agencies.</p> <p>What’s Needed With an estimated asset value of approximately \$1,030 M and a net book value of \$151 M, CHH has an annual operating budget of \$51 M. Given the size of the CityHousing portfolio and increasing tenant support needs, the City must evaluate CHH’s core operating requirements to ensure sufficient resources to adequately support tenants and maintain housing stock.</p>		<p>\$2 M annually estimated</p>
<p>3. Managing coordinated access to a diverse range of housing solutions to ensure people realize their right to housing quickly and equitably</p> <p>Outcome 3: Provide people with the individualized supports they need to help them obtain and maintain housing Outcome 5: Provide people with respectful, quality service within a “user-friendly” system HSIR Pillar 4: Supports</p>			
<p>3.a) Enhance Investments in Prevention</p> <p>Prevention programs are the most effective way to prevent the much higher human and financial costs of homelessness.</p> <p>A shelter stay can be upwards of \$2500 per month and the cost of case management for someone experiencing homelessness is approximately \$5000 per person.</p> <p>“A 2016 cost-benefit study in the United Kingdom indicated that early prevention supports would reduce the public spending on homelessness from the equivalent of \$56,000 CDN to \$14,924 CDN, per person each year</p>	<p>Eviction Prevention - Financial Benefits</p> <p>What’s Working Prevention programs include a range of supports, including: temporary financial benefits, legal and counselling support to prevent evictions, referrals to community resources, financial problem-solving and tax support to access benefits.</p> <ul style="list-style-type: none"> • The Rent Ready program was launched in 2021 as a supplement to the Housing Stability Benefit (HSB) program to support individuals, couples, and families with costs associated with their tenancy, including first and last month’s rent or support with rent or utility arrears. • Distinct Indigenous Rent Ready stream with dedicated funding allocation. • In 2022, Rent Ready payments supported 686 individuals, 556 families, 88 couples, and 95 Indigenous households to prevent experiences of homelessness. • The added flexibility of Rent Ready and higher payments than the cap of \$750 per individual and \$1500 per family through HSB has helped people clear arrears and prevent housing loss. Average amounts issued in 2022 were \$1,407.89 for individuals and \$2,233.73 for families. This is a program area that continues to grow in need especially among families. <p>What’s Needed Hamilton has 28,000 households living in core housing need, meaning they pay more than 30% of their income on housing.</p> <p>It is estimated that approximately 25% (7000) of those households are vulnerable to homelessness. In 2022, 3096 people spent at least one night in an emergency shelter and 2933 individuals were supported through City-led or City-funded prevention programs.</p> <p>3.a.1 Enhance and Sustain Rent Ready through a Revised Housing Stability Benefit Program Report forthcoming in summer 2023 to recommend an enhanced version of the Housing Stability Benefit Program with the flexibility of Rent Ready to support Ontario Disability Support Program, Ontario Works recipients, and people with low income to maintain their housing and prevent homelessness. This revised program will maintain a distinct Indigenous stream with dedicated funding allocation.</p> <p>Reach: In 2022, 1,425 households were supported through Rent Ready and 1522 supported through HSB.</p> <p>Eviction Prevention – Supports</p> <p>What’s Working The City of Hamilton funds three dedicated eviction prevention programs:</p> <ul style="list-style-type: none"> • Good Shepherd, Housing First Staying Home program for youth, single women, and families. Offers financial assistance (e.g. Rent arrears, utility arrears, moving costs) and brief case management (three months) to stabilize or locate housing 	<p>HSB levy \$2,954,930</p> <p>HSB HPP: \$979,910</p> <p>2023 Rent Ready levy budget: \$ 483,337</p> <p>Total: \$4,418,177 annually</p> <p>\$561,703 referred to 2023 budget for enhancement to Rent Ready</p>	<p>Program Review underway to determine ideal structure and budget going forward</p>
		<p>\$ 1,107,310 annually (Reaching Home Prevention Programs)</p>	

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
<p>(Pleace & Culhane, 2016)¹</p>	<ul style="list-style-type: none"> Housing Help Centre. Offers support for all populations, including: short-term support to stabilize or locate housing; advocacy and referrals to community resources; administration of Municipal Housing Allowances St. Matthew’s House, Housing Outreach Prevention Eviction for Seniors (HOPES). Offers case management supports to maintain or obtain housing, support to obtain financial supports where appropriate, paralegal support. Enhancement provided 2022-24 for paralegal and income supports. <p>What’s Needed 3.a.2 Tax Filing Support through Housing Services Division (one year pilot to be launched and evaluated)</p> <p>Filing taxes is essential for people to be able to access and maintain housing subsidy, without which they are at risk of housing loss.</p> <p>In 2017 a report on the City’s Poverty Strategy (BOH16034/CES16043) estimated that there is more than \$42 M annually available through federal and provincial tax benefits not currently accessed by Hamiltonians with low income due to lack of tax filing. At that time, the City and community partners (Hamilton Roundtable for Poverty Reduction, Social Planning and Research Council, and United Way of Halton Hamilton) created a Financial Empowerment and Problem Solving Strategy with three years of funding through Ontario Trillium Foundation to get people connected to tax filing and tax benefits. However, community tax help resources largely closed during the pandemic and lost much of the existing volunteer and employee base. This has left a gap in year-round financial counselling and tax help for people with low incomes.</p> <p>Prosper Canada estimates that people with low income could increase their annual income by up to 50% by ensuring they have access to available tax benefits. Enhanced income plays a pivotal role in supporting housing stability and preventing housing loss.</p> <p>Reach: One FTE for a Housing Clerk could support on average 1200 people per year to file taxes to maintain housing subsidy and income tax benefits.</p>	<p>New for 2023: \$75,000 for one FTE for tax filing support for up to 1200 people (to initiate with existing resources)</p>	<p>N/A</p>
<p>Diversion and Early Intervention</p>	<p>Diversion and Early Intervention</p> <p>What’s Working Diversion and Early Intervention are a critical component in a prevention system to find alternatives that can prevent need for a shelter stay or prolonged experiences of homelessness.</p> <p>What’s Needed - Family Homelessness Supports The increased number of families experiencing homelessness throughout the pandemic is unprecedented and has exceeded available resources within shelter and case management services. Some of the contributing factors are that many families are ending up homeless after accruing very high levels of rent arrears as well as limited availability of affordable family-sized units. In 2022, 206 family households representing 778 individuals, 84% of families spent more than 30 nights in shelter and 46% experienced chronic homelessness.</p> <p>3.a.3 Family Sector Mobile Case Management Through Reaching Home, the City has invested in a mobile case management program run by Good Shepherd for families staying in hotel overflow. This will ensure that families staying in hotels receive support in setting housing goals, searching for housing, securing units appropriate to their budget and family size, and connecting with broader community and financial resources.</p>	<p>New for 2023: \$188,600 to March 2024 through Reaching Home to support 50 families per year to resolve homelessness</p>	<p>TBD based on pilot to determine needs beyond March 2024</p>

¹ https://www.homelesshub.ca/sites/default/files/attachments/EPIC_Summary_Report.pdf
March 23, 2023

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>Reach: Estimate of 50 families supported per year.</p> <p>What’s Working – Shelter Diversion All of Hamilton’s Emergency Shelters practice a model of housing-focused sheltering, which includes working with individuals to set and achieve housing goals. This includes diversion assessment at intake to help individuals secure housing options in the community that can prevent the need to stay in shelter. This may include mediation with families, identification of personal or external community supports, and flex funds to help maintain housing. It is estimated that 25-30% of people accessing the shelter system can be successful in preventing the need to stay in shelter if offered timely and effective diversion supports.</p> <p>What’s Needed 3.a.4 Adult Diversion Enhancement Currently, the Family and Youth sectors have robust diversion programs that include dedicated staffing and flex funds. Emergency shelters for singles have a limited budget ranging from \$32 K to \$57 K each (depending on size and population served. This limits the ability of staff to do diversion assessments.</p> <p>A budget of up to \$100 K per shelter within the singles system would enable hiring fulltime staff roles and dedicated flex funds to address short-term financial barriers that could protect against housing loss (i.e. transportation, groceries, arrears).</p> <p>Reach: Estimate of 600 additional individuals supported per year to avoid shelter stay and experience of homelessness.</p>	<p>GS Family Diversion: \$225,910 GS Women’s Diversion: \$32,220 GS Men’s Diversion: \$37,830 Mission Men’s Diversion: \$40,630 SA Men’s Diversion: \$57,440</p> <p>Total Diversion: \$394,030</p>	<p>\$333,000 annually to expand diversion through men’s and women’s systems supporting approximately 600 individuals per year to prevent homelessness</p>
	<p>What’s Working – Youth Diversion The Youth Diversion program is a consortium led by Notre Dame Youth Shelter, Catholic Children’s Aid Society, Social Planning and Research Council, and Wesley Youth Housing. This program supports youth 16-24 to prevent shelter and street homelessness. In 2021-22, 126 youth were diverted from shelter with 58% returning to live with family.</p> <p>What’s Needed 3.a.5 Youth Diversion Enhancement The Youth Diversion program has identified a need for a fulltime Landlord Liaison role to address the unique barriers youth face in securing permanent housing due to limited income and lack of a rental history. Additionally, 4 bachelor units designated as ‘Youth Diversion Beds’ require funding to ensure an alternative option for youth to avoid a shelter stay and the risk it poses to becoming entrenched in street culture.</p> <p>Reach: Approximately 125 youth per year diverted from accessing shelter and experience of homelessness.</p>	<p>New for 2023: \$332,150 + \$94,536 enhancement = \$426,686 (Reaching Home) to support 125 youth per year in preventing homelessness</p>	<p>N/A</p>
	<p>What’s Working 3.a.6 Men’s System Early Intervention Mission Services has developed a model of Early Intervention through their men’s system to work with people newly experiencing homelessness through intensive short-term case management for the first fourteen days of shelter stay to enable them to quickly resolve homelessness. Since March 2021, more than 225 eligible individuals have been supported through this model where 32% had a successful early intervention and 28% of the 225 remained housed past 3 months from intervention. This model is now expanded to all men’s shelters, inclusive of: Good Shepherd Men’s, Mission Services, and Salvation Army Booth Centre.</p>	<p>New for 2023/24: \$252,480 (Reaching Home)</p>	<p>N/A</p>

Intervention	What's Working Well/Known to Work Gaps and Enhancements Needed	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	Reach: 550-660 additional men per year (estimated based on 25-30% of men's shelter stayers in 2022) to quickly resolve experience of homelessness.		
<p>3.b) Housing Solutions Homelessness support programs to help people experiencing chronic homelessness in realizing their right to housing alongside access to community supports that will help them sustain housing and life stability.</p>	<p>What's Working</p> <ul style="list-style-type: none"> Portable Housing Subsidies: Provide direct financial assistance to households instead of being tied to a housing unit. Portable benefits help bridge the housing affordability gap by supporting households to keep their housing costs at or below 30% of their income as equivalent to Rent geared to Income (RGI) The Canada-Ontario Housing Benefit (COHBs) provides a deep permanent and portable subsidy where recipients agree to be removed from the social housing waitlist. From June 2022 to February 2023, 429 households in Hamilton were supported to prevent or end homelessness through the COHB. Existing Municipal Housing Allowances provide a shorter-term portable rental subsidy ranging from \$250-550 per month with durations ranging from 3-8 years. Because this is a temporary subsidy, households remain on the social housing waitlist. <p>What's Needed The COHB allotment for 2022-23 and all Municipal Housing Allowances have been allocated.</p> <p>For any COHB allocated to Hamilton 2023-24, the primary target for these rent subsidies will be households whose IAH-E Housing Allowances end March 31, 2024. This means there will be limited resources to allocate COHBs to additional people in need this year.</p> <p>3.b.1 Municipal Housing Benefit HSD staff are developing a model for a municipal version of a housing subsidy in line with RGI as well as advocacy for enhanced federal and provincial investments. This includes incorporating advice from frontline providers in Hamilton on how to ease access and administrative burden in securing access to subsidized housing and portable subsidies for people exiting homelessness.</p> <p>A municipally funded permanent housing benefit would offer a deep subsidy in line with Rent-Geared-to-Income. Allocating this benefit directly through homelessness support programs would close the affordability gap for people experiencing homelessness to quickly find suitable stable housing on the private market.</p> <p>Reach: 500 households supported to secure stable affordable housing towards ending their experience of homelessness</p> <p>From an advocacy perspective, the Canadian Alliance to End Homelessness is currently advocating for the federal government to establish a Homelessness Prevention and Housing Benefit that would immediately support 435,000 households nationally to prevent or end homelessness². Stream 1 would support up to 50,000 people to end homelessness with a monthly subsidy of \$600-\$700 to bridge the housing affordability gap at a budget of \$360-\$420 M. Stream 2 would support people at-risk of homelessness paying more than 50% of their income on rent) to bring subsidize rent to no more than 40% of income. The total cost of both streams is projected at \$1.4 B per year for a shallow subsidy to 40% of income, or \$4.4B per year for aligning rental costs for participants to 30% of income.</p>	<p>384 households supported with Municipal Housing Allowances in 2022, totalling \$2,321,772.91 across three programs.</p> <p>129 households supported through COHBs in 2021-22, approximately 429 supported 2022-23 (based on allocation from province; benefit is administered provincially and total investment is not known)</p>	<p>\$3,412,000 annually to end homelessness for 500 households</p> <p>Would provide Subsidy for 500 households per year X \$500/month = \$3 M</p> <p>+ 4 Housing Clerk FTES to administer: \$300,000 annually + 1 Policy Analyst \$112 K to develop program and coordinate referrals.</p> <p>Total of 5FTE</p>
	<p>City-Funded Case Management Supports What's Working</p> <ul style="list-style-type: none"> Rapid Rehousing (RRH) for women, men, and families delivered through Good Shepherd, Mission Services, and Wesley Urban Ministries. RRH programs offer up to 9 months of case management support to help people access and retain housing stability. In 2022, RRH programs collectively supported 676 people. 	<p>Total Case Management: 6,666,684 annually</p>	<p>N/A</p>

² <https://caeh.ca/wp-content/uploads/Homelessness-Prevention-and-Housing-Benefit-Policy-Whitepaper-CAEH.pdf>
March 23, 2023

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<ul style="list-style-type: none"> Intensive Case Management programs for women, men, youth, and families delivered through Good Shepherd, Mission Services, and Wesley Urban Ministries. ICM programs offer up to 24 months of case management support to help people access and retain housing as well as connect with broader community supports. This program is geared towards people experiencing chronic homelessness who have a higher level of acuity requiring longer term support. In 2022, ICM programs collectively supported 347 individuals. Peer Support roles embedded into case management through Intensive Supports pilot with CMHA and SJHH as well as through YWCA onsite programming. <p>What’s Needed Agencies are struggling to hire and retain experienced staff in the homelessness sector due to very low wages for very demanding work. Programs are also witnessing heightened level of needs in the community for mental health and addiction services that exceed the role, training, and capacity of housing workers.</p> <p>3.b.2 Enhancements to staff complements Creation of senior staff roles, wage increases, and increase in number of case managers through the Reaching Home incremental increase in fall 2022 helps to ensure program sustainability and increase caseload capacity. Overall sector wage increases across the homeless-serving sector nationally is required. The City of Hamilton continues to advocate to provincial and federal partners around the staffing pressures in the sector.</p> <p>Reach: In 2022, ICM, RRH, and Transitional Housing programs collectively provided 1193 caseload spaces. Enhanced program capacity is expected to support an additional 110-200 individuals.</p> <p><u>Breakdown</u> GS ICM (women, families, youth): \$1,336,410 Mission ICM (men): \$820,000 Wesley ICM (men): \$820,000 Total ICM base: \$2,976,410 + \$697,447 enhancement = Total \$3,673,857</p> <p>--- GS RRH (women, families): \$534,210 Mission RRH (men): \$503,760 Total RRH: \$1,037,970</p> <p>--- Wesley Youth Transitional: \$108,650 YWCA Transitional Living Program: \$488,720 + \$141,420 enhancement Total Transitional: \$738,790</p>	<p>(Reaching Home)</p> <p>Total Base Case Management: \$5,639,217</p> <p>Total Case Management Enhancements (23/24): \$1,027,467</p>	
	<p>Landlord Engagement What’s Working Existing ICM and RRH homelessness support programs work actively to build and maintain relationships with landlords to secure units for rent to people experiencing homelessness. The majority of housing placements for people exiting homelessness are found on the private market, this proportion was 88% in 2021.</p> <p>Best practices reflected in research evidence suggest that landlord education and financial incentives to cover the costs of damages and vacancy loss can help reduce stigma and increase receptiveness to accept people exiting homelessness as tenants. Locally landlords have also expressed a strong preference for tenants who have supports in place to help them settle and stabilize housing.</p>	Existing Reaching Home investments in case management (above)	\$1.7 M

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	<p>What’s Needed Currently landlord engagement is dependent on the capacity of individual programs. All programs report challenges recruiting and maintaining relationships with landlords due to stigma in renting to people experiencing homelessness and past experiences of unit damage or disruption. Centralized resources are needed to provide education for landlords as well as incentives to work with homelessness support programs.</p> <p>3.b.3 Resource Landlord Retention Pilot Create centralized landlord support for City-funded Housing Focused Street Outreach, Transitional Living, Rapid Re-housing, and Intensive Case Management programs. This would a Damage Fund for landlords to recover cost of repairs, estimated at \$1M per year and funding to offset vacancy loss, estimated at \$600,000 per year.</p> <p>Reach: Approximately 250 units retained per year.</p>		<p>Would provide \$1.6 M for landlord fund, \$100 K for administration and management</p>
	<p>Integrated Health Supports What’s Working</p> <ul style="list-style-type: none"> • Intensive Supports Pilot: This project is a collaboration between the City of Hamilton, Canadian Mental Health Association, and St Joseph’s Healthcare Hamilton launched in January 2021 to house 15 individuals with very high acuity (a population for whom there is otherwise no dedicated programs to support through the homelessness sector). This project combines housing subsidy and City-funded housing case management with clinical health supports, including: peer support, registered nurse, addictions counselling, and occupational therapy. Two years later, 14 people remain housed, 1 person is deceased. Staff participants report high value in the collaboration and express need for similar health resources to be available to all ICM clients. • Integrated Housing-Health Teams: A pilot model was launched in December 2022 with Reaching Home funding and delivered through Good Shepherd to embed health provider roles within their ICM team. Roles include a Registered Nurse, Nurse Practitioner, Mental Health Worker, and Harm Reduction Worker. At just two months in, staff are reporting enhanced ability to offer wraparound team-based care that addresses the complexity of needs presented by their clients. This pilot is currently only funded until March 2023. After March, the federal COVID-19 Directives that allowed the homeless-serving system to fund health roles will expire. • Health Partner Inclusion in Homelessness Sector Data-Sharing Network: HSD updated the homeless-serving sector shared consent and Data-Sharing Protocol (DSP) in 2022 to enable real-time information sharing with health partners who work with individuals experiencing homelessness, starting with Canadian Mental health Association, St Joseph’s Hospital, and Shelter Health Network’s System Navigator. Once health partners sign-off on the DSP, this will enable shared care planning, referrals, and real-time service coordination through HIFIS. • Partnerships to Address Service Gap for People with Very High Acuity: HSD staff contribute to multiple cross-sector tables that bring together partners looking to collaborate on solutions to better meet the needs of people experiencing complex barriers to stabilizing housing and well-being, such as: the Community Safety and Well-being Plan, Greater Hamilton Health Network, Hamilton’s Drug Strategy, Harm Reduction Working Group, Hospital-Shelter Working Group, Rapid Intervention Support Team. <p>What’s Needed For individuals experiencing chronic homelessness with a <i>high</i> level of acuity (typically assessed with a score of 8-12 on the VI-SPDAT), the most appropriate level of support within the homeless-serving system is Intensive Case Management (ICM). These City-funded programs (for men, women, families, youth, and Indigenous peoples of all ages and genders) offer up to 24 months of support to find and stabilize housing. Community members, research evidence, and evaluation of the Intensive Supports Pilot all point to the need to embed peer support alongside professional</p>	<p>New for 2023: GS Clinical Supports Pilot (Dec 2022 – Mar 2023): \$55,968</p> <p>GS Clinical Supports - Projected full annual budget based on fully-scaled proposal from GS: \$223,872-\$669,150</p> <p>To be covered by provincial HPP for 2023-24 to reach 100-200 people per year (depending on scale of expansion)</p>	<p>TBD based on pilot results and potential funding or cost-sharing through health sector</p>

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	<p>supports. Indigenous leadership must be included from the outset to ensure Indigenous-specific program design and an orientation to meeting the wholistic well-being needs of Indigenous communities while accounting for staff capacity limitations within Indigenous organizations.</p> <p>Staff working in these housing-focused case management programs are seeing an increase in the types and levels of need, particularly around mental health and addictions. While case managers are actively working to connect clients to community health providers, waitlists for some supports are over two years long and support is not readily available to address immediate and long-term health barriers that are getting in the way of securing permanent housing. Housing case management programs require direct access to health providers dedicated to those experiencing homelessness to work alongside them in supporting clients to get housed and stay housed.</p> <p>3.b.4 Scale and sustain embedded health supports within ICM/RRH teams by extending Good Shepherd pilot and expanding to all ICM programs</p> <p>ICM/RRH housing support teams have consistently, year over year, advocated for embedded or direct access to health providers to assist in meeting the mental and physical health needs of clients with higher acuity to help them overcome barriers to accessing and sustaining housing.</p> <p>HSD is leveraging provincial Homelessness Prevention Program funding to sustain and scale a model for embedding health services within housing-focused case management teams until March 2024. This will allow time to evaluate the model and pursue opportunities for shared funding through the health sector.</p> <p>Reach: Depending on scale of investment, 100-200 households with high complexity of barriers supported per year to access and retain housing.</p>		
<p>3.c) Permanent Supportive Housing</p> <p>The City of Hamilton has prioritized efforts to secure greater supply and access to Permanent Supportive Housing for people with a very high acuity or complexity of barriers as one of the greatest gaps in Hamilton’s homelessness system.</p> <p>Most existing permanent supportive housing in Hamilton is administered by the Ministry of Health and is not available for</p>	<p>Municipal Leadership in Creating Permanent Supportive Housing</p> <p>What’s Working</p> <p>The City has leveraged federal, provincial, and municipal funding to invest in and develop a model of permanent supportive housing for women and gender diverse individuals experiencing homelessness. This will create 73 units at 35 Arkledun to be referred directly through the homeless-serving sector with occupancy expected in May 2023 (HSC22047). Capital investments to support the purchase and renovation total \$24.1 M including: \$12.95 M through RHI, \$3.35 M through the federal Reaching Home program, \$4.75 M through the provincial Social Services Relief Fund-4, \$56 K from the Poverty Reduction Fund, and \$3.1 M through the municipal levy. This program will be managed through Good Shepherd with \$3.6 M in operational funding through the City and delivered according to best practices for building a strong supportive community while meeting the diverse needs and ensuring housing stability for all tenants. The investment aligns with the National Housing Strategy and demonstrates the City’s commitment to advancing the right to housing.</p> <p>Existing supportive housing providers in Hamilton (such as Indwell, Wesley Community HOMES, and Good Shepherd) provide important supports to our community. Currently these providers manage their own waitlists and referrals, some predominantly from the health sector. HSD has been actively collaborating with these partners to establish housing options for people exiting homelessness. This has included using investments in capital development of housing (such as RHI) as an opportunity to commit housing units to be referred to individuals experiencing homelessness. HSD staff are actively working with housing providers and health system partners to facilitate assessment and referrals of potential tenants from the By-Name List of people actively experiencing homelessness.</p> <p>What’s Needed</p> <p>In 2022, there were 179 people who accessed the homeless-serving sector who presented with a <i>very high</i> level of acuity, or high complexity of barriers to accessing and retaining housing. For this population there are no funded homelessness support programs that are equipped to provide</p>	<p>Arkledun (committed) \$24.1 M capital</p> <p>\$3.6 M annual operations</p> <p>\$500 K for annual housing subsidies</p>	<p>\$8.856 M for supportive housing for 200 individuals with the highest complexity of barriers – requires provincial government support</p> <p>Expected \$1,756,000 in municipal investment for housing subsidy, program development</p>

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<p>direct referrals through the homeless-serving sector.</p> <p>In 2022 alone, 179 individuals with very high acuity and at least 20 additional people with high acuity were identified through the homeless-serving system as requiring this kind of ongoing place-based supports. This does not mean that individuals would live in one particular unit, site, or program forever but that they have the security and stability of tenure to stay as long as required to meet their housing and wellbeing needs.</p>	<p>the level of supports needed to address the multitude of health and system barriers they face to securing stable housing. Many people with a very high level of acuity will require ongoing intensive mental and physical health supports, often in the form of permanent supportive housing, in order to meet their daily needs and work towards improved well-being through housing and life stability. The City has also been advocating to the provincial government to demonstrate the need and secure resources for permanent supportive housing (HSC23013).</p> <p>3.c.1 Additional Resources for Permanent Supportive Housing (200 clients) \$8.3 M or \$41 K per person for individuals with complex co-occurring needs.</p> <p>It is estimated that Hamilton requires 200 spaces of permanent supportive housing to meet immediate need for people with a very high complexity of need, with expected inflow of 25-50 people per year. However, future inflow may be accommodated by space opening up as a result of people moving on to new accommodation.</p> <p>A full costing of 200 units of permanent supportive housing for people with co-occurring needs is estimated at \$8.856 M. Of this, the municipal contribution would be \$1,756,000, which would be contingent on \$7.1 M cost-sharing required through the Ministry of Health and health sector partners:</p> <p>Municipal investment would include:</p> <ul style="list-style-type: none"> • Municipal Housing Subsidy tied to Units (\$1.4 M) • 3 HSD FTE to manage capital, subsidy, and program development: \$356K <p>Health Sector Investment Required:</p> <ul style="list-style-type: none"> • Supportive Housing Workers \$1.3 M • Peer Supports \$1.3 M • Renovations and repairs: \$600 K • Clinical supports: \$3.4 M • Agency Administration, project management and coordination: \$500 K <p>Ideally these units would be structured in alignment with the model proposed by local researchers through the Community University Policy Alliance (CUPA) at McMaster. This model proposes purpose-built housing for 10-15 persons per site to enable building of community and adequate person-centred supports.</p> <p>Reach: If fully resourced and operationalized, 200 individuals with a very high complexity of barriers secure stable supportive housing.</p>		and management
	<p>Residential Care Facilities</p> <p>What’s Working</p> <p>The Residential Care Facilities (RCF) Subsidy Program prevents homelessness by providing a subsidy for safe and affordable supported housing in a communal setting for people who require assistance with the daily activities of life. The City’s RCF program subsidizes the cost of accommodation, meals, supervision and assistance with activities of daily living for an average of 750 residents across 57 facilities. RCFs are operated under a per diem funding model at a current rate of \$57 a day per resident, paid to the Owner/Operator of the facility. Residents of RCFs contribute to the cost of the service according to their income and the balance of the cost is funded through the RCF Subsidy Program which is 100% provincially funded.</p>	<p>Total 2023 budgeted investment \$6,583,240</p> <p>HSD RCF Staff 2022/23: \$39,268</p>	

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	<p>What’s Needed RCFs are owned and managed by independent operators. Currently the City has little oversight over referral processes, staffing ratios, or standards of care. The per diem of \$57 per day is also widely considered to be inadequate to provide the level of staffing required to fully support the daily needs of tenants. The RCF subsidy program is currently not integrated with Hamilton’s Coordinated Access System for the homelessness sector.</p> <p>3.c.2 Review and restructure RCF program and funding model To ensure consistency in standard of care, performance metrics, and adequate funding for appropriate staffing required to provide quality care. Leverage this opportunity of program review and renewal to better integrate RCFs with the homeless-servings system to enable greater access to units for people exiting homelessness.</p> <p>Increase the RCF Subsidy per diem by \$8/person/day.</p> <p>Reach: The RCF subsidy program is currently supporting 660 individuals. This investment will help ensure these individuals retain housing and that further RCF spaces are available for people to exit homelessness.</p>		<p>\$2 M enhancement to bring total to \$8,583,240 to support housing stability and improved quality of care for 660 people</p>

Intervention	<p align="center">What’s Working Well/Known to Work</p> <p align="center">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
<p>3.d) Emergency Response</p> <p>Emergency services are a critical first-line response to ensure people experiencing homelessness have a safe place to stay and basic needs met while they pursue stable housing.</p> <p>Emergency response services must be aligned with needs in the community. However, an over-investment in emergency response services runs the risk that we regress to a place of managing homelessness rather than ending it. It is vital that emergency services include an emphasis on permanent housing with supports to retain it. This is true whether an individual is staying in shelter, couch surfing, or living unsheltered.</p> <p>The ideal investment ratio between permanent housing solutions and emergency response is 4:1.</p>	<p>Emergency Shelters</p> <p>What’s Working Emergency Shelters are designed to provide short-term emergency shelter and housing supports, ideally for a duration less than 30 days. Best practices reflected in research literature and local practice show that shelters function best through a housing-focused model to support all clients in establishing housing goals and supporting their achievement. Early Intervention programs within shelters are designed to provide supports for up to 14 days to help people quickly end experiences of homelessness.</p> <p>Staff and partners are in the process of updating standards for shelter service delivery, including: training, harm reduction, service restriction policies, health and safety, operations. From October 2022 through January 2023, more than 175 individuals with experience using emergency shelters and drop-in programs were engaged to inform review and revision of Hamilton’s Shelter Standards. Individuals spoke to the importance of access to housing supports, affordable housing, health supports, and staff supports within the shelter or drop-in.</p> <p>What’s Needed Hamilton’s shelter system is consistently at or over-capacity, particularly in the women’s and family system.</p> <p>In 2022, 3441 individuals accessed supports offered through a shelter, and 3096 spent at least one night in a shelter. The number of individual shelter stayers per year has been relatively stable with 2911 in 2020 and 3112 in 2021. However, average length of stay increased from 80 days in 2021 to 88 days in 2022. A total of 58% spent more than 30 nights in shelter, meaning that almost 60% of all shelter stayers were in need of shelter and supports beyond the intended design of the Emergency Shelter System. This speaks to the need for increased capacity alongside significant enhancements in permanent housing solutions.</p>	<p>GS Youth, Notre Dame: \$951,192</p> <p>GS Family Centre: \$1,350,200</p> <p>GS Mary’s Place: \$877,230 Mission Emma’s Place: \$743,059 St. Joe’s Womankind: \$100,000</p> <p>GS Men’s Centre: \$1,068,488 Mission Men’s: \$1,144,809 SA Booth Centre: \$1,602,733</p> <p>Total Shelters: \$7,837,711 (permanent shelter beds, excludes hotel overflow)</p>	<p>\$3,510,000 one time in 2023</p>
	<p>3.d.1 Temporary Overflow and Drop-in Capacity in the Women’s Emergency Shelter System (HSC23019)</p> <p>This is necessary to meet heightened community demand for emergency spaces as additional investments in permanent housing options are actualized.</p> <p>HSC23019 proposes: Temporary funding of 20 shelter overflow beds for women at 46 West Ave to be operated by Good Shepherd from April 1, 2023 to March 31, 2024 at an approximate total cost of \$1,270,000.</p>		

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>Temporary extension to May 31, 2023 of GS Cathedral as a temporary shelter for up to 100 single women at a cost of \$320 K monthly for an approximate total of \$640 K.</p> <p>\$1.6 M until March 2024 for continued drop-in supports through YWCA’s Carole Anne’s Place (\$964,512) and Mission’s Willow’s Place (\$599,556) for approximately 434 women to meet basic needs and get connected with additional housing supports.</p>		
	<p>3.d.2 Emergency Shelter – Women’s System Expansion of 40 beds to address persistent over-capacity in the women’s system both prior to and during the pandemic. The addition of 40 permanent beds was recommended through a report conducted by Social Planning and Research Council (SPRC) in June 2022 to inform shelter right-sizing to meet community needs.</p> <p>Reach: Expansion of 40 beds would bring permanent spaces in the women’s system to 86 beds. It is estimated that 40 beds would support approximately 120 people per year.</p>		<p>\$1,950,000.00 annual operating + capital costs TBD to support 40 new shelter beds in the women’s system</p>
	<p>3.d.3 Emergency Shelter – Family System Expansion of 50 Units/200 beds</p> <p>The Family Hotel Overflow Program currently seeks to address the gap in family emergency shelter & provincially funded Violence Against Women (VAW) beds; however, it is insufficient to meet demand. We have had to limit the number of families supported to 30 and even this service level creates a pressure. there is a need to bridge the gap between current pressures and a potential expansion of the family emergency shelter system. Continued engagement with the Ministry of Children, Community, and Social Services (MCCSS) seeks to obtain supports for the VAW specific families.</p> <p>Reach: 200 beds (50 units) expansion would expand current 20 unit/80 bed system to 280 beds for families. Rent supports and supplements could also be used as an alternative to secure and retain housing for families to prevent the need for prolonged shelter stays with no capital costs.</p>		<p>\$3,800,000.00 annual operating + capital costs TBD to support 200 new beds (50 units) in the family system</p>
	<p>Drop-ins What’s Working</p> <ul style="list-style-type: none"> • Prior to the pandemic, a review of drop-ins recommended that they not be funded by the homeless-serving sector as it was difficult to quantify how drop-in programs could be directly tied to housing outcomes. However, pandemic relief funds were mobilized throughout 2020-22 to maintain funding for drop-in centres through the end of March 2023. • Over the course of the pandemic drop-in services have demonstrated critical value as low barrier entry points to the homeless-serving system by providing supports that meet immediate needs, building trust and connection to additional resources, and conducting triage and assessment services that facilitate access to additional housing resources. • More than 875 people per quarter are supported by City-funded drop-in services. • The City of London and City of Kingston have established drop-in models as integrated health hubs supporting individuals experiencing homelessness, staffed with primary care and harm reduction workers with funding through the Ministry of Health. <p>What’s Needed</p> <p>Funding for drop-ins currently ceases at the end of March 2024. Closure of drop-ins at this time would leave significant service gaps in the Hamilton community including:</p> <ul style="list-style-type: none"> • Overall reduced access to services and resources to meet basic needs, especially for those with shelter service restrictions, women, youth, 2SLGBTQI+ individuals, and people experiencing hidden and unsheltered homelessness or who are service restricted. • Limited community capacity to support cold weather responses. 	<p>\$2,991,778 committed April 2022-March 2023</p> <p>Current commitment ends March 31, 2023</p>	<p>\$2,992,000 annually to maintain service level for 875 people reached per quarter with options for all ages and genders</p>

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<ul style="list-style-type: none"> Reduced service capacity may lead to an increase in visible homelessness in the downtown core and impact other service providers. <p>3.d.4 Continued funding of drop-in programs would enable providers to continue meeting immediate need and allow time for staff and partners to develop an optimal role and model for funding and delivering housing-focused drop-in services with potential for integration and shared funding through health sector partnerships.</p> <p>Reach: 875 people supported per quarter to meet basic needs and connect to additional housing and community resources.</p> <p>Wesley Day Centre (pending closure March 31, 2023): Annual budget of \$1,152,456, per quarter supports approximately 600 people of any gender.</p> <p>Carol Anne’s Place: Annual budget of \$964,512, per quarter supports 54 women and gender diverse individuals.</p> <p>Willow’s Place: Annual budget of \$599,556, per quarter supports approximately 380 women and gender diverse individuals.</p> <p>Living Rock: Annual budget of \$227,712, per quarter supports 20 youth of any gender.</p>		
	<p>Winter Response Strategy</p> <p>What’s Working</p> <ul style="list-style-type: none"> Jurisdictional scans of other Ontario municipalities demonstrate a strong need for low-barrier overnight spaces to maintain the safety of individuals experiencing homelessness during winter months. While the ideal solution is access to stable housing with appropriate supports for all individuals experiencing homelessness, it is essential to meet the immediate needs of people living unsheltered while they pursue stable housing. <p>What’s Needed</p> <p>Hamilton currently has no permanent Winter Response resourcing. This has led to significant service gaps over the 2022-23 winter season with people unable to secure warm indoor space during extreme cold and winter storms.</p> <p>3.d.5 Winter Response Strategy</p> <ul style="list-style-type: none"> HSC23012 committed to an immediate temporary Winter Response Strategy through March 2023. This includes commitment to staff City-run warming centres in recreational facilities during statutory holidays and inclement weather and a public callout seeking community partners to operate 50 additional low-barrier overnight warming spaces. Development of a long-term comprehensive winter response strategy is underway due for report back in August. This will help to ensure stable staffing and community infrastructure to respond to extreme cold and heat events. 	\$125 K (levy)	TBD August 2023
	<p>Housing Focused Street Outreach</p> <p>What’s Working</p> <ul style="list-style-type: none"> The Housing Focused Street Outreach (HFSO) Team is engaging with people living unsheltered 7 days per week. Individuals living unsheltered often have barriers that prevent them from accessing emergency shelters. It is important to have programs focused on meeting them where they’re at and building trust and connection to supports. Solutions to unsheltered homelessness are similar to solutions for people staying in shelters or couch surfing (with many people moving between all of these options). People experiencing homelessness require access to housing with supports matched to their level of need that will help them secure and retain it. The City’s Housing-Focused Street Outreach team (6 outreach workers and one supervisor) works 7 days per week, 12 hours per day to support people living unsheltered with supplies to meet basic needs, referrals to shelters and other community supports, assistance 	\$594,960 (HPP)	N/A

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>securing social assistance, connecting to additional housing resources, and case management support to locate and secure permanent housing.</p> <ul style="list-style-type: none"> 1 in 3 individuals prioritized for housing case management programs (ICM or RRH) are people who have been living unsheltered. This is important to ensure that this population is overrepresented among those who are prioritized for case management support (given the relatively small number of people living unsheltered ~2.5% among the homeless population at any given time) without incentivizing living unsheltered as a fast-track to housing supports. <p>What’s Needed There is an opportunity to enhance the housing case management role of the outreach team to complement the work already done to connect people to shelters, income supports, and Access to Housing applications. In combination with enhanced landlord engagement and health supports available to case management programs, the HFSO team will be empowered to more actively work with unsheltered individuals in helping them access stable housing directly from their current location.</p> <p>3.d.6 Enhance and Evaluate Housing Case Management Capacities of the Housing Focused Street Outreach Team</p> <ul style="list-style-type: none"> Conduct evaluation of existing outreach services to clarify ideal role and scope of housing-focused street outreach services. Establish training and procedures to strengthen capacity to work with individuals living unsheltered to access permanent housing directly from current situation. <p>Reach: 272 people supported in 2022 to meet basic needs and connect to additional housing and community resources.</p>		
3.e) Sector Capacity-Building	<p>Lived Engagement Strategy</p> <p>What’s Working HSD staff are committed to engaging people with living expertise to inform program and policy decisions. This includes work underway to develop a guiding framework and resources for empowering and compensating people to contribute to system planning. Promising practices to build from include:</p> <ul style="list-style-type: none"> Hamilton’s Community Advisory Board for Housing and Homelessness includes people with lived expertise to contribute to policy, program, and investment decisions. The Street Youth Planning Collaborative and Women’s Homelessness Planning Committee have established advisory committees made up of people with lived expertise to inform community planning and housing support programs. In conducting a review of shelter standards Oct 2022 through Feb 2023, HSD engaged more than 175 people with living experience accessing the shelter system to inform policies around shelter access, operations, and supports. Grenfell, Keeping Six, Good Shepherd, and YWCA have developed strong models of peer support with paid employment roles for people with lived expertise. These roles provide important support for individuals to feel comfortable contributing to community meetings, planning decisions, and accessing supports. <p>Currently engagement of people with lived experience of homelessness has been tied to specific committees referenced to the left or been ad-hoc in relation to specific initiatives.</p> <p>What’s Needed HSD is currently developing a formal framework for engaging people with lived experience. This framework outlines when, why, and how engagement is to take place ensuring accountability to feedback and adequate compensation and supports to honour the time and knowledge shared.</p> <p>3.e.1 Engagement of People with Lived Expertise in Ongoing Policy and Program Decisions</p>	\$50 K (Reaching Home 2023-24)	N/A

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>Budget dedicated resources for per diem and peer support roles to assist with engagement of people with lived experience on core policy and program decisions.</p> <p>Reach: Approximately 250 people engaged through 2022 with budget of \$10 K. A budget of \$50 K for 2023 will contribute to enhanced compensation, peer support, and level of engagement.</p> <p>Coordinated Access</p> <p>What’s Working</p> <ul style="list-style-type: none"> Hamilton’s homeless-serving sector has developed a coordinated access system and through it have established common practices for intake, assessment, referral, and program matching as well as information-sharing to enable coordinated service delivery across 31 programs. This enables the sector to monitor and respond quickly to emerging needs of individuals and the broader population of people experiencing homelessness. Hamilton has been nationally celebrated for City-Indigenous co-leadership in developing coordinated access and for deep collaboration in developing housing first innovations as a community. The City provides all funded homeless-serving partners training on the triage and assessment tool, HIFIS, and has offered Indigenous Cultural Competency Training through the Hamilton Regional Indian Centre. <p>What’s Needed</p> <p>Hamilton’s homeless-serving sector has a strong foundation in our coordinated access system and a long history of collaboration. However, work remains to strengthen integration with other systems (particularly health) and to ensure consistent knowledge, skills, and best practices across the sector.</p> <p>3.e.2 Sector Training and Capacity Building</p> <ul style="list-style-type: none"> Housing Services worked with the City’s Equity Specialist to develop a concept for a 2SLGBTQA+ Cultural Capacity and Accountability Framework and with Indigenous Leadership to co-develop an Indigenous Cultural Capacity and Accountability Framework geared to all funded homeless-serving agencies, including shelters. While these concepts were initially unsuccessful in receiving federal funding, the Reaching Home incremental increase received in fall 2022 enables us to move forward. HSD is working with partners to determine the focus of a suite of training for the sector that the City would deliver or coordinate. Topics include but are not limited to: Applying Indigenous Cultural Safety in everyday program implementation; Harm Reduction; 2SLGBTQA+ competencies; and, Housing First implementation in all programs. <p>Reach: Whole Sector</p>	<p>\$125,000.00 (Reaching Home 2023-24)</p>	<p>N/A</p>
<p>4. Building capacity in the development of Indigenous owned capital resources and Indigenous-led programs</p> <p>Outcome 3: Provide people with the individualized supports they need to help them obtain and maintain housing</p> <p>Outcome 5: Provide people with respectful, quality service within a “user-friendly” system</p>			
<p>Indigenous Identified and Led Housing Solutions</p>	<p>4.a) Proportionate Indigenous-led Funding Decisions</p> <p>What’s Working</p> <p>Since 2004, the City of Hamilton has allocated 20% of federal homelessness program funding to Indigenous-led interventions selected by the Indigenous Community Advisory Board to respond to the disproportionate rate of homelessness among Indigenous people in our community.</p> <p>A continuum of Indigenous-led Housing Supports is delivered through Hamilton Regional Indian Centre, Native Women’s Centre, Sacajawea, including: drop-in supports, shelter intervention, early intervention, case management, permanent housing.</p>	<p>Levy-funded Indigenous-led Poverty Reduction: \$1,000,000*</p>	<p>TBD through further engagement with CHIL to determine sustainable resource needs</p>

Intervention	<p style="text-align: center;">What’s Working Well/Known to Work</p> <p style="text-align: center;">Gaps and Enhancements Needed</p>	Existing Investment (Federal, Provincial, Municipal)	Investment Needed
	<p>Reaching Home COVID-19 funding was used to bring online 12 new units of permanent supportive housing for Indigenous households through a partnership between Indwell and Sacajawea Non-Profit Housing. This collaboration in affordable housing between a non-Indigenous and Indigenous agency aims to set a new precedent for Hamilton’s housing sector.</p> <p>What’s Needed The Indigenous program stream faces unique challenges in recruiting and retaining experienced Indigenous staff. The smaller hiring pool means fewer potential candidates in an already stretched system. Meanwhile organizations, including the Indigenous CE, operate with out sustainable funding or adequate staff complements, meaning that those staff who remain carry a higher load and are at risk of burnout.</p> <p>This puts significant strain in existing staff and jeopardizes timely delivery of programs and strategies due to capacity constraints.</p> <p>4.a.1 Stable operational funding for CHIL To address workload capacity and sustainability of Indigenous leadership in fulfilling Community Entity role.</p> <p>Reach: Whole sector. Approximately 500 Indigenous people known to be supported by homeless-serving system per year.</p>	<p>RH Incremental Increase (23/24): \$637,534</p> <p>*CHIL reallocates/sub-contracts 85% to other Indigenous organizations, keeping \$150 K for CHIL administrative operations</p>	<p>TBD</p>
	<p>4.b) Indigenous Shared Leadership of Coordinated Access</p> <p>What’s Working</p> <ul style="list-style-type: none"> CHIL’s report on Revisioning Coordinated Access has been promoted nationally as a guide for other communities. CHIL and HSD staff presented a CAEH webinar in March 2022 on how to operationalize Indigenous leadership in establishing community prioritization processes for linking people to housing support resources. <p>What’s Needed Indigenous peoples face longstanding barriers to accessing culturally appropriate and wholistic supports within non-Indigenous programs. Barriers include lack of staff knowledge of Indigenous culture, worldviews, and historical trauma; spaces and program structures that are institutional and colonial; data collection, management, and interpretation that is not grounded in Indigenous knowledge or principles on Indigenous data governance. While Hamilton’s homeless-serving sector has been committed to actualizing Indigenous Data Stewardship and Cultural Accountability, proposals for funding to support this work were originally unsuccessful.</p> <p>4.b.1 Indigenous Data Liaison and Cultural Capacity and Accountability Framework CHIL and the City have worked together to design an Indigenous Data Liaison project to establish and embed Indigenous data governance principles and Indigenous knowledge broadly across all Coordinated Access agencies and practices. This work complements plans to develop and implement an Indigenous Cultural Capacity and Accountability Framework. The Reaching Home incremental increase received in fall 2022 enables this work to move forward.</p> <p>Reach: Whole sector</p>	<p>\$320,000 (Reaching Home 2023-24)</p>	<p>Beyond 2024 TBD</p>

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Summary of Investments with Outstanding Funding

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Council Approved Interventions with Outstanding Funding				
Intervention	Description	Outcomes	Capital/One-Time Funding	Annualized Funding
Rapid Housing Initiative Phases 1&2	Federal capital contributions for the rapid construction of new housing and/or acquisition of existing buildings for rehabilitation or conversion to permanent affordable housing.	143 units	\$62,566,554.00 to date in federal RHI 1 & 2 (committed) Unknown capital overage pending	N/A
Arkledun Housing with Supports	73 units of housing with supports for women and gender non-binary individuals, offering a mix of high, medium, and low supports	73 units	Arkledun (committed) \$24.1 M capital	\$3.6 M annual operations \$500 K for annual housing subsidies
Sub-total			TBC	\$4.1 M

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Pending Interventions with Outstanding Funding Referred to 2023 Budget				
City Housing Hamilton Capital Investment in repair and maintenance	One-time funding to repair units offline due to disrepair	476 units	\$5.7 M	
Affordable Housing Development Fund	Fund to offset development costs for non-profit affordable housing	6-12 units per year	--	\$4 M
Preserve units in existing social housing inventory	Negotiation of mortgage renewals and incentives to maintain supply of social housing (rent supplements, operating subsidy increases, and funding for capital repair)	Maintenance of social housing stock ~ 10,698	--	\$1.1 M
Housing Stability Benefit	Financial benefits for those receiving social assistance or living with a low income, to prevent experience of homelessness.	1500-2000 households per year	--	\$600 K
COLA adjustment for emergency shelters	Increase to account for cost of living and inflation in City-funded emergency shelters for men, women, youth, families	Maintain 408 permanent beds in shelter system	--	\$550 K
RHI Rent Subsidies	Rent supplements to ensure affordability of units developed with RHI capital funding to ensure availability for people from Access to Housing Waitlist or By-Name List of people experiencing homelessness	Ongoing subsidy for up to 143 units	--	\$125 K
Benchmarking for housing providers	Offset costs for provincially funded social housing	--	--	\$4.2 M
YWCA Staffing and Security Costs	YWCA request for enhanced budget to Transitional Living Program for women	65 unit facility		\$2.6 M

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Temporary Overflow and Drop-in Capacity in the Women's Emergency Shelter System (HSC23019)	Continued women's shelter overflow capacity up to 120 beds through May 2023 and 20 additional beds through March 2024. Continued drop-in services for women for approximately 434 individuals per quarter	20 additional shelter beds for women through May 2024; drop-in supports for 434	\$3,510,000	
Sub-total			\$9,210,000	\$ 13,175,000

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Potential Interventions with Outstanding Funding				
CityHousing operational budget	Evaluate and ensure sufficiency of CityHousing Hamilton operating budget	Maintain housing quality and stability for 13,000 tenants	--	\$2 M
Adult Diversion Enhancement	Ensure each shelter has fulltime staff and dedicated flex funds to support diversion	~600 people per year to prevent homelessness	--	\$333,000
Municipal Housing Benefit	A deep subsidy in line with RGI allocated benefit directly through homelessness support programs would close the affordability gap for people experiencing homelessness to quickly find suitable stable housing on the private market.	500 households	--	\$3,412,000
Landlord Retention Pilot	Centralized landlord support for City-funded homelessness programs, including fund for damages and vacancy loss.	Retention of 250 units	--	\$1.7 M
Permanent Supportive Housing	Housing with supports for people with the highest complexity of co-occurring needs who are currently not well-served through existing resources	Up to 200 individuals supported	Unknown	\$1,756,000 estimated in municipal investment, contingent on up to \$7.1M provincial and health sector investment

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Residential Care Facilities	Review and restructure RCF program and funding model to ensure consistency in standard of care, performance metrics, and adequate funding for appropriate staffing required to provide quality care.	Housing stability for 660 people	--	\$2 M enhancement to bring total annual investment to \$8,583,240
Emergency Shelter – Women’s System Expansion of 40 beds	To address persistent over-capacity in the women’s system both prior to and during the pandemic.	40 Additional beds bringing women’s system to 86 permanent beds	Unknown capital	\$1,950,000.00
Emergency Shelter – Family System Expansion of 50 Units/200 beds	To address the gap in family emergency shelter & provincially funded Violence Against Women	200 beds (50 units) expansion would expand current 20 unit/80 bed system to 280 beds for families	Unknown and likely significant capital	\$3,800,000.00
Drop-ins	Drop-in supports at current service levels for all genders and ages to access supports for basic needs and connection to broader housing resources	875 individuals supported per quarter	--	\$2,992,000
Winter Response Strategy	Development of a long-term comprehensive winter response strategy is underway due for report back in August.			TBD
Sub-total				\$19,943,000

Summary of YWCA’s Funding Request for Transitional Living

YWCA HAMILTON Business Case Submission:

Summary, Plans & Outcomes for Transitional Living

A funding increase of \$2.6 M takes Transitional Living from survival mode to a place of sustainability, where it can contribute directly to the City of Hamilton’s Housing & Homelessness Action Plan, offering trauma-informed, person-centered solutions for the complex problems of women’s homelessness and our city’s housing crisis.

This much-needed funding increase will allow Transitional Living Program (TLP) to effectively meet the critical need for housing and services, providing faster access to beds, food, and supports to help more women and gender diverse people break the cycle of homelessness for good. The expansion of human resources dedicated to the program will result in increased intake capacity, increased mental health and harm reduction supports, and a stable staff component with less turnover. TLP operates with proven models to achieve positive health and housing outcomes for high-needs women in our community but has lacked the funding to deliver on its full potential.

Staffing

Previous City of Hamilton funding covered approximately two fulltime staff per shift, 1 staff/25-30 residents. TLP houses up to 65 women and gender-diverse people at a time, many of whom have complex, interconnected needs, and is staffed 24 hours a day, 7 days week, it is clear that this staffing level was not sufficient or sustainable. With the funding increase, TLP’s staffing will provide a 1/10 staff to resident ratio with specialized supports for mental health & trauma, harm reduction, securing housing, and peer support. Funding will also address staff recruitment, retention and training challenges that continue to disrupt program operations.

Basic Needs & Program Supplies

TLP should provide residents with healthy meals, health & hygiene supplies, peer support programming. All these things contribute directly to helping residents rebuild their lives after homelessness and achieve independent housing. Base funding from the City does not cover these expenses and grants / donations are inconsistent and not able to meet these needs. With the funding increase, TLP will provide a full meal program, continue 3rd party security services, cover programming costs, and expedite unit turnovers. This will enhance direct, consistent program benefits for TLP residents, quickly bring new residents into the program and stabilize services.

Occupancy & Overhead Costs

The 65 private units, washrooms, laundry, and a lounge and kitchenette occupy two floors at 75 MacNab St South. In addition, the program uses common space and office spaces 24/7 throughout the building. Utilities, cleaning, maintenance, and other facility costs are significantly underrepresented in the budget and do not meet the actual cost of operating a 65-unit residential facility.


Summary of YWCA's Funding Request for Transitional Living

Outcomes

- Increase # of intakes of people unsheltered (from encampments or emergency drop-ins/shelter)
- Increase # of people supported/housed with medium to high acuity
- Increase # of people achieving permanent, stable housing
- Expedite access to beds for pregnant, unsheltered/unhoused people
- Reduction in on-site drug poisonings/overdoses
- Reduction in involuntary discharges from the program
- Full meal service program for residents



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	March 23, 2023
SUBJECT/REPORT NO:	Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update 2022 (HSC19026(b)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Trevor Haalstra (905) 546-2424 Ext. 7120 Debbie Spence (905) 546-2424 Ext. 3395
SUBMITTED BY:	David Cunliffe Chief, Hamilton Fire Department Healthy and Safe Communities Department
SIGNATURE:	

COUNCIL DIRECTION

Not applicable

INFORMATION

This Report provides a summary of the overall progress made from 2019-2022 on the Hamilton Fire Department's 10-year Service Delivery Plan with a specific focus on 2022 achievements and key operational performance metrics.

BACKGROUND

The Hamilton Fire Department's Service Delivery Plan (2019 – 2028) was approved by Council in June 2019 (Report HSC19026). The Plan was developed to provide direction and to optimize the delivery of a wide variety of services that fall into the larger categories of emergency response; oversight of the emergency management plan and program; public fire safety and education; and Ontario Fire Code enforcement now and into the future. The Plan serves as a road map for the Hamilton Fire Department (HFD) to navigate through challenges and capitalize on opportunities. It is an evergreen document that outlines the critical initiatives the HFD will implement in the coming years to achieve its 12 objectives that support the Plan's four Guiding Principles:

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update (HSC19026(b)) (City Wide) - Page 2 of 9

Optimized Service Delivery	Exceptional People and Performance	Robust Collaboration and Integration	Reduced Risk for a Safer Community
Innovative and effective use of technology	Skilled and diverse workforce	Coordination with City Departments/ Divisions/HFD	Community Risk Assessment response
Revenue generation opportunities	Healthy, inclusive and engaged workplace culture	Collaboration with external partners	Resourcing community growth demands
Existing resources efficiently utilized to maximum potential	Professional development opportunities		Code Red response
Enhanced customer value proposition			

The Plan addresses challenges faced by the HFD related to the significant growth that has and continues to occur in rural/suburban areas specifically Waterdown, Binbrook, Upper and Lower Stoney Creek. Furthermore, the Plan outlines how to manage Hamilton's complex risk profile, which is comprised of high-density residential areas, industrial occupancies, topography of bodies of water, waterfalls, heavily wooded areas, and the escarpment.

The Plan also includes initiatives for building and cultivating meaningful internal and external partnerships, promoting employee development and engagement, enhancing performance metrics, and strengthening preventive measure to reduce risks to the community.

Summary of overall progress from 2019-2022

As of December 31, 2022, there are 98 actions within the Plan with:

- 35% complete;
- 47% in progress (with most of those actions being at least 50%+ complete);
- 10% on hold;
- 3% not started; and
- 5% deferred.

Most of the actions that are complete fall into the guiding principle areas of Optimized Service Delivery and Reduced Risk for a Healthier and Safe Community. Those actions that are in progress are equally weighted across all four principles. The actions that are either on hold or not started are mainly in this state due to delays resulting from impacts of Covid; delays in development (i.e. the construction of one (1) new composite station

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SUBJECT: Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update (HSC19026(b)) (City Wide) - Page 3 of 9

in Upper Stoney Creek); or were planned not to begin until later. The items that have been deferred, have been, because of the operational successes that have been realized based on 10-Year Plan actions that have been implemented. Deferred items include renovations of two (2) stations: Station 16 in Winona and Station 18 in Binbrook; the transition to a composite delivery model by introducing full-time day staff (Monday to Friday) at Stations 16 (Winona) and 18 (Binbrook) to support the Effective Firefighting Rescue Force (EFRF); and adding an additional full-time multi-purpose firefighting apparatus (Urban Pumper) in west Hamilton/Dundas into an existing station, which has been deferred and will be revisited with the reestablishment of the LRT project.

Summary of Status aligned with Guiding Principle (option to keep or remove)

Guiding Principle	% of Actions associated with Principle	% Complete	% In Progress	% On Hold	% Not Started	% Deferred
Optimized Service Delivery	41%	21%	14%	4%	1%	0%
Exceptional People & Performance	14%	4%	9%	2%	0%	0%
Robust Collaboration & Integration	9%	2%	6%	1%	0%	0%
Reduce Risk for a Healthier & Safe Community	36%	8%	18%	3%	2%	5%
TOTAL %	100%	35%	47%	10%	3%	5%

2022 Major Accomplishments

In 2022 there were nine actions that were completed, and seven projects moved to the status of in progress with a large number of actions continuing to move towards 100% completion. Since the last time an update was provided overall progress has improved in the following ways: 9% increase in completed actions; 7% increase in actions currently in progress; 12% decrease in actions not started; and 4% decrease in actions on hold or deferred.

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SUBJECT: Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update (HSC19026(b)) (City Wide) - Page 4 of 9

Highlights of achievements by guiding principle and objective areas in 2022 included:

Optimized Service Delivery

Innovative and Effective Use of Technology

- Created an interactive and layered map system, which added important details (i.e. trails, hydrants, gas lines etc.) that is used for training and district familiarization on in-station technology, which was then rolled out in January 2023.
- Fire Prevention Division introduced electronic processes to measure and track case file activity that will assist with operations and continuous process improvements.
- Stores Division introduced electronic processes to measure and track current inventory values, consumptions rates, and year over year comparators to assist with operational and continuous process improvements.
- Continued to develop Remotely Piloted Aircraft Systems (RPAS) through the deployment of “HFD-Air 1” (drone) response vehicle, that became fully licensed with 37 pilots trained meeting Federal training obligations and establishing HFD as a leader in assisting other first responders such as Police.
- RPAS - Drone technology (thermal imaging) assisted in locating and saving two lives of missing people. One in December 2022 and one in early January 2023.
- Utilization of remote technology to achieve 130 hours of Command and Incident Safety Officer training.
- Benefited from the launch of the City’s corporate Learning Management System (LMS) as one of the first City Departments involved in phase one of the program roll out.

Revenue Generation Opportunities

- Continued partnerships with Firehouse Subs to support drone program and Enbridge Project Zero Program for smoke and carbon monoxide (CO) detectors.
- Received a total of \$33,800 in grants with \$21,300 from Firehouse Subs and \$12,500 from Enbridge Project Zero.
- HFD became recognized as a designated RPAS - drone flight school that now presents potential future opportunities for revenue generation.

Existing Resources Efficiently Utilized to Maximum Potential

- Completed the Hazard Identification and Risk Assessment (HIRA) report meeting the Emergency Management and Civil Protection Act requirements.
- Quickly responded to product concerns and changed to a more environmentally friendly fire suppression foam product within a two week period.
- Increased operational capacity with the addition of a full-time recruit class to offset staffing challenges due to Covid.

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SUBJECT: Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update (HSC19026(b)) (City Wide) - Page 5 of 9

- Began the review of a secondary Communications location (Jones Road) to satisfy requirements of New Generation 911 (NG911) to efficiently maximize resources and collaborate with multi-agencies.
- Established a new work location structure for the Prevention Division that created more balanced opportunities for Acting Fire Safety Officers to work alongside a full-time Fire Safety Officer supporting continuity and succession planning.

Enhanced Customer Value Proposition

- Maintained and improved performance dashboards for each HFD division with key metrics to continue to inform evidenced-based decision-making.
- Re-started “Strong for You” monthly interview segments on Cable 14 with the Chief to highlight HFD programs and services delivered to residents.

Exceptional People and Performance

Skilled and Diverse Workforce

- Conducted two Camp FFIT (Future Firefighters in Training) sessions with a total of 48 students completing this training.
- Completed department wide Self-Contained Breathing Apparatus (SCBA) training due to an end-of-life cycle equipment change over.
- Conducted approximately 120 Live Fire trainings with new recruits (full-time and volunteer) and also included live fire training to over 85% of existing full-time and volunteer firefighters.
- Continued Leadership Team succession plans by revolving portfolio assignments and providing opportunities to gain knowledge and strengthen collective understanding of all areas of HFD.

Healthy, Inclusive and Engaged Workplace Culture

- Secured vendor for de-escalation training for front-line staff that will be implemented in 2023.
- Continued to ensure all newer employees are completing Road to Mental Readiness (R2MR) training and shifted training to Working Minds program.
- Developed a new partnership with Wounded Warriors (non-profit organizations that helps ill and injured veterans, first responders, and their families cope with PTSD).
- Completed 709 fit tests for SCBA.
- Introduced Employee and Family Assistance Program (EFAP) and Peer Support services to new hires and their families as part of our ‘Family Night’ that welcomes newest full-time firefighters and expanded to include volunteers in Q1 2023.

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SUBJECT: Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update (HSC19026(b)) (City Wide) - Page 6 of 9

Professional Development Opportunities

- Completed training for 33 new full-time firefighter recruits and 35 new volunteer firefighter recruits.
- Implemented first phase of foundational core competency training program with senior command officers.
- Development opportunities offered for Rapid Intervention Teams (Train the Trainer: full-time and volunteer); haz mat instructor positions; medical heart & stroke instructors (full-time and volunteer); recruit lead instructors; volunteer coaches and mentors; apparatus instructors (full-time and volunteer); and Certified five (5) Blue Card Incident Command instructors.
- A new Probationary Fire Inspector Training program was established, which provides for better foundational training for new staff and touches on Hamilton Fire Department processes and procedures along with the various Ontario Fire College courses.
- 134 staff wrote promotional exams and seven staff received exam accommodations.
- Roll out of technology (i-pads) to all stations to facilitate learning opportunities.

Robust Collaboration and Integration

Coordination with City Departments/Divisions/HFD

- Strategy developed for the implementation of NG911 in collaboration with IT, Finance, and Police to evaluate facilities, software, hardware etc. and consultant completed evaluation of requirements.
- Developed Ice Rescue MOU with various internal departments, Hamilton Beach Rescue Unit, and Hamilton Police, which comprise the Tri-Water Rescue Unit.
- Continued broader corporate engagement throughout 2022.

Collaboration with External Partners

- Emergency Management conducted various community consultations through the completion of the Hazard Identification and Risk Assessment (HIRA).

Reduced Risk for a Safer Community

Community Risk Assessment Response

- Identified 2023 as a potential completion date of the new Fire Safety Community Risk Assessment.
- Continued to expand the public safety program in collaboration with agencies to address the needs of the vulnerable residents through cross Department collaboration and engagement with internal partners, school community partners, and external agencies. Examples of activities included engagement with seniors'

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SUBJECT: Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update (HSC19026(b)) (City Wide) - Page 7 of 9

community groups and special needs students and teachers as well as conducting vulnerable occupancy fire drills.

- Increased Twitter engagement in the delivery of public safety messaging by adding content from different divisions such as Emergency Management, Fire Prevention, Fire Suppression etc.
- Framework has been developed and next steps identified for the “After the Fire” education program. Program was enhanced and involved door to door canvassing of neighbourhoods following significant fires in August and December. These canvassing efforts included fire prevention inspectors and fire suppression crews that offered inspections of smoke and CO alarms, general support, and printed materials. In 2023 work will include formalizing parameters and process; developing criteria; print and online; and aligning with Community Risk Assessment and 10-year Plan.
- Launched Spring Fire Safety Friday’s initiative at schools along with “Children’s Smoke Alarm Safety” video on Hamilton Public Library (HPL) YouTube Channel.
- Continued to assess and determine appropriate changes to service delivery to align with the City’s new Transportation Master Plan including participating in LRT conversations that resumed in 2022 with City and Metrolinx participants.
- Ice-water unit became operational (Tri-Service Water Rescue Unit).

Resourcing Community Growth Demands

- Ice Rescue: 124 personnel wrote National Fire Protection Association (NFPA) 1006 Ice Rescue exam (93 full-time, 31 volunteers).
- 52 firefighters trained as Incident Safety Officer to the NFPA standard.
- 65 trained to Elevator-Escalator Qualified Rescuer to the NFPA standard.
- Total of 81 firefighters trained according to various levels of Hazardous Materials NFPA standards.
- Station 17 (Upper Stoney Creek) and Station 24 (Waterdown) crew allocations were modified to more effectively support daily staffing assignments, which was implemented in January 2023.

Investments in Apparatus

- The purchase and deployment of one Trail response vehicle with both firefighting and rescue capabilities.
- The cost-effective complete refurbishment/retrofit of an existing near end of life rural firefighting tanker into a multi-use Firefighting Foam truck to support flammable/hazardous material incident operations.

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SUBJECT: Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update (HSC19026(b)) (City Wide) - Page 8 of 9

2022 Key Operational Performance Metrics

Response Times

To optimize service delivery, the HFD analyzes Hamilton's changing environment, risk profiles, and circumstances and then adapts its operations. The following charts show the progress that the HFD has made through the implementation of several action items identified in the 10-Year plan to reduce total response times. The total response times are measured and evaluated relative to the 90th percentile response time/service level targets that were approved by Council and adopted by the HFD as part of the 10-Year Plan.

Total response time is defined as the total time it takes from when Fire Dispatch receives the call, dispatches the apparatus or station, turn out time at the station, and travel time to the incident scene.

As shown below, most HFD total response times for first on scene apparatus for a Non-medical call and a medical call in 2022 have improved relative to the 90th percentile target times identified in the Plan.

<u>First on scene for a Non-medical call</u>		
Response Type	90th Percentile Approved Target Mins/Sec.	90th Percentile Actuals as of February 13, 2023) Mins/Sec.
Full-Time	07:54	07:12 - (33 second reduction)
Composite	07:54*	07:12*
Volunteer	16:25	17:19 - (54 second increase)

* the 90th percentile composite response reflects the utilization of a Full-time resource in the response.

SUBJECT: Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update (HSC19026(b)) (City Wide) - Page 9 of 9

<u>First on scene for a Medical call</u>		
Response Type	90th Percentile Approved Target Mins/Sec.	90th Percentile Actuals as of February 13, 2023) Mins/Sec.
Full-Time	07:37	6:08 - (1:29 reduction)
Composite	07:37*	6:08*
Volunteer	14:56	13:18 - (1:38 second reduction)

* the 90th percentile composite response reflects the utilization of a full-time resource in the response.

HFD also measures the total response time to have an Effective Firefighting and Rescue Force (EFRF) consisting of a minimum of four, four-person apparatus arriving on scene. EFRF is the convergence of resources required on scene to efficiently and safely conduct the initial fire suppression and/or rescue operations at a fire scene and during the following operations: rope rescue, confined space, ice water rescue, hazardous materials, and complex rescues.

<u>Time for the convergence of an Effective Firefighting and Rescue Force (EFRF)</u>		
Response Type	90th Percentile Approved Target Mins/Sec.	90th Percentile Actuals as of February 13, 2023) Mins/Sec.
Full-Time	10:54	8:47 - (2:07 reduction)
Composite	18:51	14:24 - (4:27 reduction)
Volunteer	20:45	20:30 - (15 second reduction)

It is anticipated that the response times and HFD's ability to assemble effective firefighting and rescue force will continue to improve with fully operational updated response plans, closest unit dispatch, and the dedicated resource investments made to date. Commitments and initiatives in the Plan will continue to be evaluated based on risk and data-driven need prior to proceeding with further action plans and/or budgetary requests.

Once 2023 is complete the Plan will have reached the mid-way point, creating an opportunity to consider the potential for a deeper review of the Plan when we provide the 2023 Progress Update.

APPENDICES AND SCHEDULES ATTACHED

Not applicable



Hamilton

MINUTES 23-001
LGBTQ Advisory Committee
 Tuesday, January 17, 2023
 6:00 p.m.
 Livestreamed to the City's YouTube Channel

Present: Rebecca Banky (Chair), Greg Cousins, Autumn Getty, Shaiden Keaney, Jake Maurice, Violetta Nikolskaya (Vice Chair), Ashley Paton, Wil Prakash, Keston Roberts

Staff: Loren Kolar, Legislative Coordinator, Office of the Clerk
 Jocelyn Strutt, Staff Liaison (Outgoing)
 Chelsea Kirby, Staff Liaison (Incoming)

1. WELCOME AND INTRODUCTIONS

(i) Land Acknowledgement (Item 1.1)

Violetta Nikolskaya gave the Land Acknowledgement.

(ii) Appointment of Chair and Vice-Chair (Item 1.2)

(Paton/Getty)

That the Appointment of Chair and Vice-Chair be deferred to a future meeting.

CARRIED

2. APPROVAL OF AGENDA (Item 2)

The Chair advised the committee of the following changes to the agenda:

That Item 5.2, respecting a Multi-Purpose Community Hub for Diverse and Marginalized Communities (HSC21045), follow Approval of the Minutes of the Previous Meeting.

(Nikolskaya/ Maurice)

That the Agenda for the November 22, 2022 meeting, be approved as amended.

CARRIED

3. DECLARATIONS OF INTEREST

No declarations of interest.

4. APPROVAL OF MINUTES OF PREVIOUS MEETINGS

(Cousins/Keston)

That the following items be approved, as presented:

(i) November 22, 2022 (Item 4.1)

(ii) December 20, 2022 – Notes (Item 4.2)

CARRIED

5. COMMUNICATIONS (Item 5)

(i) Audit, Finance and Administration Committee Report 22-016, Item 5 (b), as Amended by Council, September 28, 2022 respecting Confidential Interview Questions for the Hamilton Police Services Board Selection Committee (Item 5.1)

(Cousins/Prakash)

That the Audit, Finance and Administration Committee Report 22-016, Item 5 (b), as Amended by Council, September 28, 2022 respecting Confidential Interview Questions for the Hamilton Police Services Board Selection Committee, be received.

CARRIED

(ii) Multi-Purpose Community Hub for Diverse and Marginalized Communities (HSC21045) (Added Item 5.1)

Angela Burden, General Manager, Healthy and Safe Communities Division, addressed Committee respecting the Multi-Purpose Community Hub for Diverse and Marginalized Communities (HSC21045). Questions from the General Management are included but not limited to the following:

- Is the format of multi-purpose Hub as described in the report (a meeting space - a place for people to come together, an opportunity to share ideas and a space for celebration) still relevant?
- What is needed to move the development of a multi-purpose Hub forward?
- Is there one or multiple community groups and/or organizations that would be well-suited to lead this work?
- Are there any other comments or thoughts that can help guide this work?

Staff will solicit more feedback from the Committee at upcoming meetings.

(Cousins/Paton)

That the Report respecting Multi-Purpose Community Hub for Diverse and Marginalized Communities (HSC21045), be received.

CARRIED

6. DISCUSSION ITEMS (Item 10)

(i) Review and Feedback of the Code of Conduct for Local Boards (Item 10.1)

The Committee reviewed the Code of Conduct for Local Boards.

(Nikolskaya/Prakash)

That the Code of Conduct be received, without comment.

CARRIED

(Cousins/Prakash)

That the following items be deferred to the next meeting:

(ii) Update from LGBTQ Working Groups

10.2.a Changing the Name of the LGBTQ Advisory Committee

- (iii) Move to Hybrid Meeting Model (Item 10.3)

CARRIED

- (iv) **2023 LGBTQ Advisory Committee Meeting Schedule (Item 10.4)**

(Cousins/Maurice)

That the LGBTQ Advisory Committee continue to conduct meetings on the timelines laid out in the Terms of Reference.

CARRIED

- (v) **Response to the passing of Redeemer University LGBTQIA+ student Bekett Noble (Item 10.5)**

V. Nikolskaya advised that a Citizen Committee report has been drafted, to allow the committee to participate in the community conversation to add to community statements published.

7. GENERAL INFORMATION / OTHER BUSINESS (Item 13)

(Nikolskaya/Cousins)

That the following items be deferred to the next meeting:

- (i) Rescheduling, Choosing a Location for, and Inviting Facilitators to a Committee Training and Planning Day (Item 13.1)
- (ii) Changing the Food for Committee Meetings (Item 13.2)

CARRIED

8. PRIVATE AND CONFIDENTIAL

(Cousins/Prakash)

That the Committee move into Closed Session respecting Item 14.1, Pursuant to Section 9.1, Sub-section (i) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (i) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the City or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive

position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization

(i) Confidential Interview Questions for Hamilton Police Services Board Selection Committee

(Shai/Nikolskaya)

That staff be directed to forward the confidential interview questions from the LGBTQ Advisory Committee to the Police Services Board for their consideration, and that the questions remain confidential.

CARRIED

9. ADJOURNMENT (Item 15)

(Cousins/Maurice)

That, there being no further business, the LGBTQ Advisory Committee adjourn at 8:03 p.m.

CARRIED

Respectfully,

Rebecca Banky, Chair
LGBTQ Advisory Committee



Hamilton

**Seniors Advisory
Committee**

January 6, 2023

Minutes 23-01

10:00am – 12:00pm

Due to the COVID-19 and the Closure of City Hall

All electronic meetings can be viewed at:

City's YouTube Channel

<https://www.youtube.com/user/InsideCityofHamilton>

In Attendance:

Penelope Petrie (Chair), Maureen McKeating, Marian Toth, Marjorie Wahlman, Ann Elliott, Kamal Jain, Carolann Fernandes, David Broom, Peter Lesser, Kathryn Wakeman, Steve Benson, Alexander Huang, Tom Manzuk, Noor Nizam

Also, in Attendance:

Lisa Maychak, Project Manager, Healthy & Safe Communities Department
Kim VanderMeulen, Program Secretary, Healthy & Safe Communities Department
Graeme Wallace, Program Secretary, Healthy & Safe Communities Department
Ontario

Absent with Regrets:

Aref Alshaikhahmed, Barry Spinner, Marjorie Wahlman, Steve Benson, Councilor N. Nann, Councilor T. Jackson

Absent:

1. CEREMONIAL ACTIVITIES (Item 1)

- (i) Land Acknowledgement presented by A. Elliott
P. Lesser has volunteered to read the Land Acknowledgement at the next meeting.

2. APPROVAL OF AGENDA (Item 2)

The Chair advised the Committee of the following changes to the agenda:

- (i)** Staff Presentation to be removed from the agenda and will be rebooked.

(A. Huang/N. Nizam)

That the Seniors Advisory Committee approves the January 6, 2023 agenda, as amended.

CARRIED

3. APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(M. Wahlman/

That the Seniors Advisory Committee approves the December 6, 2022 minutes, as presented.

CARRIED

4. STAFF PRESENTATIONS (Item 9)

5. DISCUSSION ITEMS (Item 10)

(i) Working Groups (Item 10.1)

(S. Boblin/K. Wakeman)

That the following updates be received:

(a) Getting Around Hamilton Working Group

- There are no updates from this working group.

(b) Elder Abuse Working Group

A. Elliott reported this working group had a lengthy discussion regarding David's draft motions. A. Alshaikhahmed has invited Sheila Schuehlein, Elder Abuse Prevention Ontario to the next meeting.

(c) Housing Working Group

M. Toth reported the Housing Working group has their next meeting on January 16th, 2023.

(d) Communication Working Group

D. Broom reported this group has scheduled their next meeting for January 18th. Meg Deforest from Hamilton Public Library will be attending this meeting

CARRIED

(ii) Working Committees (Item 10.2)

(S. Boblin/K. Wakeman)

That the following updates be received:

(a) Age Friendly Plan - Governance Committee

A. Elliott reported this group is scheduled to meet in mid-January.

(b) Seniors Kick Off Event

- There are no updates from this committee.

(c) International Day of Older Persons Committee

- There are no updates from this committee.

(d) McMaster Institute for Research on Aging

- There are no updates from this committee.

(e) Ontario Health Coalition

- Member C. Fernandes will continue to send the committee email updates through L. Maychak.

(f) Our Future Hamilton Update

- There are no updates from this committee.

(M. Toth/S. Boblin)

Motion put forward to change the name of this Working Committee to Our Future Hamilton/Engage Hamilton Update.

CARRIED

(g) Senior of the Year Award

- There are no updates from this committee.

CARRIED**6. GENERAL INFORMATION/OTHER BUSINESS (Item 13)****(i) Code of Conduct Review and Feedback by AC's January 2023 (Item 13.1)**

L. Maychak updated the group that any feedback needs to be sent to her by Jan 31.

- Penelope stated this code of conduct is written for members of boards and in other documentation advisory's and boards are stated as different bodies.
- Penelope stated it is standard to other codes of conducts and nothing is unusual or different

(P. Lesser/D. Broom)**CARRIED****(ii) Approval of SAC's 2018-2022 Achievements (Item 13.2)****(A. Huang/D. Broom)****CARRIED****(iii) April Meeting date falling on Stat holiday (Item 13.3)****(A. Huang/M. McKeating)**

Motion to move this meeting date to April 14, 2023

CARRIED**7. ADJOURNMENT (Item 15)****(M. McKeating)**

That the Seniors Advisory Committee be adjourned at 10:30am.

CARRIED

Next Meeting: February 3, 2023



Hamilton

**Seniors Advisory
Committee**

February 3, 2023

Minutes 23-002

10:00am

Due to the COVID-19 and the Closure of City Hall

All electronic meetings can be viewed at:

City's YouTube Channel

<https://www.youtube.com/user/InsideCityofHamilton>

In Attendance:

Penelope Petrie (Chair), Maureen McKeating, Marian Toth, Marjorie Wahlman,
David Broom, Alexander Huang, Tom Manzuk, Noor Nizam, Aref
Alshaikhahmed, Barry Spinner, Carolann Fernandes, Kamal Jain

Also, in Attendance:

Lisa Maychak, Project Manager, Healthy & Safe Communities Department
Kim VanderMeulen, Program Secretary, Healthy & Safe Communities Department
Graeme Wallace, Program Secretary, Healthy & Safe Communities Department

Absent with Regrets:

Councilor N. Nann, Councilor T. Jackson, Kathryn Wakeman, Ann Elliott,
Sheryl Boblin, Peter Lesser

Absent: Steve Benson

1. CEREMONIAL ACTIVITIES (Item 1)

- (i) Land Acknowledgement presented by P. Petrie.
A. Alshaikhahmed has volunteered to read the Land Acknowledgement at the next meeting.

2. APPROVAL OF AGENDA (Item 2)

That the Seniors Advisory Committee approves the February 3, 2023 agenda, as presented

(M. Wahlman/D. Broom)

CARRIED

3. APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) Spelling correction of D. Broom's surname.

(K. Jain/M. Wahlman)

That the Seniors Advisory Committee approves the January 6, 2023 minutes, as amended.

CARRIED

4. DISCUSSION ITEMS (Item 10)

(i) **Working Groups (Item 10.1)**

(M. Wahlman/ M. Toth)

That the following updates be received:

(a) Getting Around Hamilton Working Group

- There are no updates from this working group.

(b) Elder Abuse Working Group

A. Alshaikhahmed provided a brief recap of elder abuse working group meeting featuring a presentation from Sheila Schuehle with Elder Abuse Prevention Ontario (EAPO). She indicated that they developed a roadmap for elder abuse prevention that will be disseminated across Canada.

A. Alshaikhahmed indicated that there is not an elder abuse support network in Hamilton and that EAPO indicated they could assist in developing one. K. Jain is a board member of the Hamilton Council on Aging (HCoA) and offered to inquire if the board would be interested in helping to create the network. C. Fernandes stated that Catholic Family Services (CFS) had done some work around elder abuse prevention but this organization is closing soon. L. Maychak offered to contact staff at CFS to ask if other community organizations are taking over some of their programs and services.

(c) Housing Working Group

M. Toth provided an update on the last working group meeting that took place on January 16, 2023. The group is working on updating the guide, *Housing Options for Older Adults in Hamilton* (<https://www.hamilton.ca/sites/default/files/2022-07/HSAC-hamilton-housing-options-guide-seniors-older-adults.pdf>).

C. Fernandes raised seniors dealing with homelessness as an issue that could be addressed.

L. Maychak mentioned that St. Matthew's House received funding to build a residence for seniors who are Black and Indigenous. P. Petrie indicated that Kiwanis Housing Corporation also received funding for housing development.

(d) Communication Working Group

D. Broom reported that at the January 18, 2023 communications working group meeting, Meg DeForest from the Hamilton Public Library who is responsible for the Red Book and Brown Bag Lunch (BBL) network was unable to attend due to work commitments.

M. McKeating suggested that the Seniors Advisory Committee (SAC) could make a presentation to City Council, especially to newly elected officials around the role of SAC and some of their achievements. P. Petrie indicated that a presentation from SAC's chair to City Council is always facilitated at the end of each year. Communications about SAC could potentially be included in City Council newsletters that are distributed to their constituents, which would include seniors.

C. Fernandes shared some ideas on how SAC could be more inclusive and diverse. D. Broom brought up the BBL network as a possible resource.

A. Huang offered to make a slideshow presentation of key messages for the committee. L. Maychak indicated that a presentation would have to be approved by Council. M. McKeating suggested moving some of these ideas to the next communications working group meeting.

(ii) Working Committees (Item 10.2)**(M. Wahlman/M. Toth)**

That the following updates be received:

(a) Age Friendly Plan - Governance Committee

L. Maychak provided an update on the recruitment of more Age-Friendly goal champions and the Age-Friendly survey that closed February 1, 2023.

(b) Seniors Kick Off Event

L. Maychak reported that this year's Seniors Kick Off Event is planning to be held at Sackville Senior Centre.

(c) International Day of Older Persons Committee

There are no updates from this committee.

(d) McMaster Institute for Research on Aging

B. Spinner updated the committee on MIRA (McMaster Institute Research on Aging) and that they have created a Community Partner Network.

(e) Ontario Health Coalition

- Member C. Fernandes will continue to send the committee email updates through L. Maychak.

(f) Our Future Hamilton Update

L. Maychak provided an update about Our Future Hamilton (OFH). That is, a newsletter continues to be distributed and includes information about community initiatives, projects and events but is unsure if they will continue to host an annual public event like they did in the past.

(g) Senior of the Year Award

L. Maychak reported the nominations will launch in April during National Volunteer Week with a deadline date at the end of June, and that the event will be hosted in October.

6. GENERAL INFORMATION / OTHER BUSINESS (Item 13)

(ii) Citizen Committee Report- Shalom Village

Discussion about SAC's motion that was carried at the December 2, 2022 meeting regarding issues of elder abuse at Shalom Village.

L. Maychak suggested revising the language in the motion by referencing data versus media reports, focusing on the issue of elder abuse in many long-term care homes rather than targeting one home, and recommending to Council to advocate for more provincial inspections and increased follow-up in long-term care homes.

(D. Broom/M. Wahlman)

Motion put forward to withdraw the Citizen Committee Report regarding Shalom Village.

CARRIED

7. ADJOURNMENT (Item 15)


(M. Wahlman/M. Toth)

That the Seniors Advisory Committee be adjourned at 11:38am.

CARRIED



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Long Term Care

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	March 23, 2023
SUBJECT/REPORT NO:	Procurement of Physiotherapy Services in Municipal Long-Term Care Homes (HSC23014) (Wards 7 and 13)
WARD(S) AFFECTED:	Wards 7 and 13
PREPARED BY:	Holly Odoardi (905) 546-2424 Ext. 1906
SUBMITTED BY:	Angela Burden General Manager Healthy and Safe Communities
SIGNATURE:	

RECOMMENDATION

Pursuant to Procurement Policy 11 – Non-competitive Procurements, that Council approve the extension to Contract C5-21-14, for the provision of Physiotherapy Services and Exercise Services used at Macassa and Wentworth Lodges until January 31, 2024 and that the General Manager, Healthy and Safe Communities Department be authorized to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with Hamilton Physio Clinic, in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

This Report is requesting Council's approval for the extension of Contract C5-21-14 until January 31, 2024 (an extension of approximately 10 months to the current Contract) to maintain continuity of physiotherapy and exercises services to the residents of Macassa and Wentworth Lodges (the Homes) while staff complete a competitive procurement process to secure a vendor for these services in accordance with the City's Procurement Policy.

Alternatives for Consideration – Not Applicable

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**SUBJECT: Procurement of Physiotherapy Services (HSC23014) (Wards 7 and 13)
- Page 2 of 4**

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: There are no financial implications associated with Report HSC23014. This service for residents is fully funded through the Ministry of Long-Term Care

Staffing: There are no staffing implications associated with Report HSC23014.

Legal: Legal Services staff may be required to assist with any amendment to extend the Contract.

HISTORICAL BACKGROUND

The current contract for Physiotherapy Services and Exercise Services required at the Homes, Contract C5-21-14 (Contract) which was awarded to Hamilton Physio Clinic (Hamilton Physio) on January 26, 2015, was due to expire on March 31, 2020. With the onset of the pandemic in March 2020, staff at both Homes did not have the capacity to undertake a competitive procurement process as their sole focus at this time was to provide enhanced care to the residents during the COVID-19 pandemic. In order to maintain the continuity of the services provided by Hamilton Physio, staff brought forward and approved four Policy 11 Non-Competitive Procurements to extend the current Contract; first Policy 11 approved on January 14, 2020 for three months, second Policy 11 approved on March 13, 2020 for nine months, third Policy 11 approved on January 25, 2021 for five months and the fourth Policy 11 approved on August 5, 2021 for one month. The Policy 11 extensions allowed for a total of 18 months to be added to the Contract (April 1, 2020 to September 30, 2021).

In May of 2021, the nursing leadership team worked with the Procurement Section to develop and complete the issuance of C5-12-21, a Request for Proposals (RFP) to secure a new contract for a proponent to provide onsite physiotherapy and exercise services for the residents of the Homes. Although the RFP was issued with the expectation that an award would be made by September 30, 2021, staff subsequently cancelled the RFP prior to selecting a vendor. As staff worked through the evaluations of the proposals, it became evident that the description of the scope of services was insufficient to provide the level of service that is now required for the Homes and their residents. In light of this, Procurement staff advised that it was in the best interests of all parties to cancel the RFP and immediately secure Council Approval to continue with current vendor in order to revise the scope of work and remain in compliance with Procurement Policy.

SUBJECT: Procurement of Physiotherapy Services (HSC23014) (Wards 7 and 13)
- Page 3 of 4

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Long-Term Care Homes have an obligation under the *Fixing Long-Term Care Act* (2021) and *Ontario Reg. 246/22*: indicating that they shall ensure that therapy services are available for residents onsite, specifically physiotherapy and exercise programs provided to residents.

The recommendations in Report HSC23014 comply with the City of Hamilton's By-law 20-205 as amended, Procurement Policy 4.11, Policy 11 – Non-Competitive Procurements.

RELEVANT CONSULTATION

Procurement was consulted and supports the recommendation in this Report.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Since September 2021, it has been staff's intention to work with the Procurement Section to revise and issue a new RFP as per Report HSC21040. However, the continued pandemic in Long-Term Care (LTC) continues to heavily affect the work that staff perform at the Homes and their inability to focus on preparing a revised RFP for physiotherapy services. In addition to dealing with the challenges of the pandemic, the Homes have had to address and manage further hindrances including multiple COVID-19 Outbreaks, health human resource challenges, the introduction of the new *Fixing Long-Term Care Act* and Regulations, as well as carry out other procurement processes to secure goods and services necessary for the care and operation of the Homes.

The Procurement Policy, Policy 4.11, Policy 11 Non-Competitive Procurement requires Council approval where the extension of a contract "exceeds 18 months from the expiry of the contract with a vendor". Since the current Contract C5-24-14 with Hamilton Physio Clinic has been extended from October 7, 2021 to April 7, 2023, Council approval is required to extend the Contract any further.

Due to continuance of the pandemic, staff is requesting an additional 10-month extension to the Contract with Hamilton Physio, to allow the leadership team to continue to focus on the health and safety of our residents, staff, and Homes. Hamilton Physio has proved to be a competent and satisfactory vendor to the City. The extension of the Contract will allow staff to continue to work with the Procurement Section with the goal to issuing a new RFP and award a new contract before January 31, 2024. The further extension will also ensure there are no service disruptions to our 430 residents across both Homes.

**SUBJECT: Procurement of Physiotherapy Services (HSC23014) (Wards 7 and 13)
- Page 4 of 4**

ALTERNATIVES FOR CONSIDERATION - None

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

APPENDICES AND SCHEDULES ATTACHED - None



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	March 23, 2023
SUBJECT/REPORT NO:	Arkledun Delay Mitigation and Interim Plan for Homelessness System Service Levels for Single Women (HSC23019) (City Wide) REVISED
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Rob Mastroianni (905) 546-2424 Ext. 8035 Nadia Zelisko (905) 546-2424 Ext. 2548
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	<i>Michelle Baird</i>

RECOMMENDATION(S)

- (a) That Council approve a short-term extension of operations for 378 Main Street East (the former Cathedral Boys School) as a temporary emergency shelter for up to 100 single women from April 1, 2023 to no later than May 31, 2023, as a result of delays to the Arkledun housing project at an approximate cost of \$320 K monthly for an approximate total of \$640 K to be funded as outlined in recommendation (c).
- (b) That staff be authorized to implement an interim plan for homelessness system service levels for unsheltered single women and non-binary individuals for additional emergency system pressures in 2023 and to the end of March 2024, at an approximate total cost of \$2.87 M, as follows:
- (i) From April 1, 2023 to December 31, 2023 for \$2.152 M be funded as outlined in recommendation (c):
- (1) Adding interim capacity of up to 20 additional beds in the women's emergency shelter system as needed, by opening 46 West Avenue

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- South as a temporary emergency shelter (run by Good Shepherd Centre Hamilton) in the approximate amount of \$952 K
- (2) Continuation of enhanced drop-in services for unsheltered women and non-binary individuals through Mission Services of Hamilton Inc. Willow's Place and The Hamilton Young Women's Christian Association (YWCA) Carol Anne's Place, with \$1.2 M
- (ii) From January 1, 2024 to March 31, 2024 for \$718 K be funded as outlined in recommendation (c):
- (1) Adding interim capacity of up to 20 additional beds in the women's emergency shelter system as needed, by opening 46 West Avenue South as a temporary emergency shelter (run by Good Shepherd Centre Hamilton) in the approximate amount of \$318 K.
- (2) Continuation of enhanced drop-in services for unsheltered women and non-binary individuals through Mission Services of Hamilton Inc. Willow's Place and The Hamilton Young Women's Christian Association (YWCA) Carol Anne's Place, in the approximate amount of \$400 K.
- (c) That all such purchases outline in Recommendation (a), (b)(i), and (b)(ii) be funded from any available source jointly deemed appropriate by the General Manager of the Healthy and Safe Communities Department and the General Manager of the Finance and Corporate Services Department including, but not limited to, one or more of the following sources: Reaching Home, Homelessness Prevention Program, any available provincial or federal funding, or 2023 in year program and/or department/corporate surplus;
- (d) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to enter into, execute and administer all agreements and documents necessary to implement the purchases and grants outlined above on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

A short-term extension to the temporary emergency shelter for women at 378 Main Street East (the former Cathedral Boys School) is recommended in order to adequately support the safe and gradual decommissioning of this site in conjunction with the opening of the Good Shepherd Centre Hamilton (GSCH) project at 35 Arkledun Ave.

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The Arkledun project has experienced construction delays outside of the vendor's control that have postponed the projected opening date to April 2023, with full occupancy projected by the end of May 2023.

Once open, the Arkledun project will provide low barrier housing supports for approximately 73 women, transgender and non-binary community members experiencing homelessness from Hamilton's By-Name List. Temporary extension of the Cathedral shelter site to May 31 will prevent a gap in women's services from the current approved decommissioning date of March 31, 2023 to the April Arkledun opening date, as well as providing the flexibility necessary to implement a gradual and staggered admission process to the Arkledun site. The Housing Services Division is recommending a two-month extension at Cathedral, however with the April 2023 completion date of Arkledun project the expectation is that the Cathedral site will close earlier than May 31, 2023 and will aim to decommission this site as soon as it is operationally feasible to do so.

Additionally, the housing services division is engaged in shelter rightsizing post-pandemic and has engaged the Social Planning and Research Council (SPRC) to provide an analysis and recommendations of additional capacity needed in the system. Capacity pressures are most significant in women's and family systems. This report will come forward to Emergency and Community Services Committee in April 2023, however implementation of recommendations will require council approval, sustainable resources and time to implement council direction.

Given the ongoing pressures in the emergency shelter system for single women, it is recommended that 46 West Avenue South, a facility currently leased by GSCH, open on an interim basis for up to one-year to add 20 additional beds in the women's emergency shelter system as needed.

In addition, it is recommended that Mission Services Willow's Place and YWCA Carol Ann's Place continue to be funded for an additional period of up to one-year. Over the course of the pandemic, drop-in services have demonstrated critical value as low barrier entry points to the homeless-serving system by providing supports that meet immediate needs, building trust and connection to additional resources, and conducting triage and assessment services that facilitate access to additional housing resources. This extension will enable providers to continue to meet immediate community need, while allowing time for staff and partners to develop a model for funding and delivery of housing-focused drop-in services in Hamilton.

These interim measures in the emergency system will work to ensure that additional emergency shelter beds and drop-in services remain available as the Housing Services Division assesses final recommendations for the ongoing optimal sizing of the emergency system moving forward. A report detailing these recommendations is

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scheduled to be presented to Emergency and Community Services Committee for approval in 2023.

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Recommendation (a) requests funding of \$640 K to support up to 2 months of extended Cathedral operations from April to May 2023 to facilitate the completion of the Arkledun housing project.

In addition, \$2.87 M to implement an interim plan for homelessness system service levels for unsheltered single women and non-binary individuals for additional emergency system pressures for a new 20 bed temporary emergency shelter location at 46 West Ave South and the continuation of Mission Services Willow's Place and YWCA Carole Anne's Place drop-ins for up to 12 months from April 2023 to March 2024.

Funding will be from the following: Reaching Home, Homelessness Prevention Program, any other available Provincial or Federal funding, or within Housing Services Division approved 2023 budget and/or department/corporate surplus.

Cost for both recommendations will be captured within the Housing Services Division Emergency COVID Dept ID 625038. As funding sources are identified as indicated in recommendation (b), eligible costs will be allocated accordingly.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The Arkledun project, acquired by GSCH in October 2021 with the assistance of the Canada Mortgage and Housing Corporation's (CMHC) Rapid Housing Initiative (RHI) funding provided by the City of Hamilton, will provide low barrier housing supports for approximately 73 women, transgender and non-binary community members experiencing homelessness from Hamilton's By-Name List.

On December 9, 2021, the Emergency and Community Services Committee approved Report HSC20020(d) Adaptation and Transformation of Services for People Experiencing Homelessness Update 4. This report outlined actions related to the continuation COVID-19 response measures for people experiencing homelessness, including transitioning the overflow shelter at the former Cathedral Boys School into a temporary shelter for women.

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On July 7, 2022, the Emergency and Community Services Committee approved Report HSC20020(e) Adaptation and Transformation of Services for People Experiencing Homelessness Update 5. This Report outlined an initial transition strategy to work toward ensuring that the City is no longer reliant on hotels for emergency shelter overflow, including sector-based actions under way to support this transition, including identification of the West Ave. S. site as a mid-term emergency sheltering solution, and provided a summary of pre-COVID service levels compared with expanded service levels during COVID-19.

On August 11, 2022, the Emergency and Community Services Committee approved Report HSC20020(f) Adaptation and Transformation of Services for People Experiencing Homelessness Update 6. This Report outlined an interim plan for homelessness system service levels to the end of March 2023, including extension of four drop-in services supporting women, men, youth: The Living Rock Ministries, Mission Services of Hamilton Inc. Willow's Place, The Hamilton Young Women's Christian Association (YWCA) Carol Anne's Place, and Wesley Urban Ministries Wesley Day Centre.

On August 11, 2022, the Emergency and Community Services Committee approved Report HSC22047 Housing with Supports for Women, Transgender and Non-binary Community Members (Arkledun), including recommendations to provide a grant to address gap funding for capital costs required to renovate 35 Arkledun Ave., as well as additional funding to support program support costs for a 12-month period beginning with initial occupancy date of December 2022.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

None

RELEVANT CONSULTATION

In July 2022, the Housing Services Division contracted with the Social Planning and Research Council of Hamilton (SPRC) to support a review of post-pandemic emergency sheltering needs and recommendations, which focusses initially on the optimal number of emergency shelter spaces for women, youth, men and families, with options for responding to couples. The Housing Services Division has received initial recommendations based on the consultation and is in the process of reviewing the content and developing a long-term implementation plan to be brought forward to Emergency and Community Services Committee for review.

Engagement with clients accessing shelter and drop-in services July through December 2022 has confirmed that individuals experiencing homelessness see drop-in services as

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a critical resource. Many clients of drop-in services report having nowhere else to go during the day and may not be able to access shelters. Community consultation with service providers throughout 2022 has reinforced the role of drop-ins as a vital low barrier service in meeting basic needs for the most vulnerable while serving as a point of connection to additional housing supports.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The temporary women's emergency shelter overflow beds at the former Cathedral Boys School have acted as a critical resource within Hamilton's homeless-serving system in response to unprecedented needs of unhoused residents through various phases of the COVID-19 pandemic. The plan to decommission this site remains contingent on the opening of 73 units of permanent housing at Arkledun Ave. This overlap between sites is necessary in order to support a gradual transition for residents out of shelter overflow and to ensure that adequate plans are in place to support impacted residents.

The time-limited extension of the Cathedral site is required due to unforeseen construction delays to the Arkledun project above and beyond the original schedule outside of the vendor's control, further shifting the projected opening date from December 2022 to March 2023, and now to April 2023. Although the facility may be ready for occupancy earlier, GSCH must still arrange for several tasks including: final cleaning of the building; room preparation, including furnishings and other activities related to making the units habitable; staff training on the various building systems; and final tenant selection. It remains the goal of the Housing Services Division to decommission the temporary Cathedral shelter site as soon as operationally possible, while at the same time supporting a well-planned, safe and operationally feasible opening of the Arkledun site. It is anticipated that the Cathedral site will close sooner than the latest identified date of May 31, 2023, however a provisional 2-month extension from the original March 31, 2023 date allows for necessary flexibility.

In addition to the 2-month transitional extension to the Cathedral site, staff is also recommending adding interim capacity of up to 20 additional beds in the women's emergency shelter system by opening 46 West Avenue South as a temporary emergency shelter for up to one-year. This site, currently leased by GSCH, will be run by Good Shepherd Women's Services and adds necessary flexibility in the emergency shelter system to better meet the needs of unhoused Hamiltonians. This interim solution will allow for necessary moderate enhancements to baseline emergency sheltering solutions for single women as the Housing Services Division seeks to finalize and implement plans to right-size shelter capacity, while also balancing housing priorities along the continuum.

As of January 31, 2023, there were approximately 63 single women in the temporary emergency shelter located at the former Cathedral Boys School, and 46 single women

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Service Levels for Single Women (HSC23019) (City Wide) REVISED- Page 7 of 7**

in emergency shelters. The Arkledun site is critical as it represents an opportunity to expand permanent housing with supports and is the first of its kind to be directly linked to housing people in Hamilton's homeless serving system. It remains a keystone in the interim shelter strategy to decommission the Cathedral site and transition to more sustainable long-term solutions, while providing the support required to get people who have been in the emergency system for extended periods of time into a home.

Temporary funding for drop-in services is scheduled to end March 31, 2023 with the end of pandemic and municipal COVID-19 funding sources. In September 2022, Wesley Urban Ministries announced their intention to cease providing drop-in services as of March 31, 2023. Continued funding for drop-in services for women and non-binary individuals for up to an additional one-year will enable providers to continue meeting immediate need and allow time for staff and partners, including the health sector, to develop an optimal role and model for funding and delivering housing-focused drop-in services within the broader homeless-serving system in Hamilton. This includes an assessment of how to address the service gap resulting from the planned closure of the Wesley Day Centre. Drop-in services for youth will remain available through the City-funded Notre Dame Community Resource Centre.

ALTERNATIVES FOR CONSIDERATION – N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Built Environment and Infrastructure

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

APPENDICES AND SCHEDULES ATTACHED – N/A

REVISED CITY OF HAMILTON MOTION

Emergency and Community Services Committee Date: march 23, 2023

MOVED BY COUNCILLOR M. WILSON

SECONDED BY

City Owned Golf Courses Overview

WHEREAS, the City of Hamilton owns and operates three 18-hole golf courses, King’s Forest, Chedoke-Beddoe and Chedoke-Martin;

WHEREAS, in 2005 Hamilton City Council directed staff to issue a Request for Proposal for the management and operation of the City of Hamilton’s golf courses;

WHEREAS, the internal staff submission was selected as the successful proposal to assume the management and operations of the three City of Hamilton golf courses beginning in 2007;

WHEREAS, the 10-year staff golf course business plan was to find efficiencies to reduce operating costs, enhance revenues and generate a capital reserve to fund necessary golf course works;

WHEREAS, two Performance Analysis have been completed and presented to a previous Councils in 2010 and 2015;

WHEREAS, the previous Hamilton City Council approved a five-year extension to the Golf Course Business Plan starting in 2016;

WHEREAS, the Golf Course Business Plan has not delivered on projected revenues nor generated funds for a capital reserve necessary for course improvements listed in the Golf Course Business Plan;

WHEREAS, many municipally operated golf courses are experiencing challenges in funding increasing operating and capital costs;

WHEREAS, it is anticipated that the Province of Ontario’s Bill 23, *More Homes Built Faster Act*, will have implications for the City of Hamilton’s ability to secure future parkland while population increases;

WHEREAS, it is the overwhelming preference of Hamilton residents to focus future housing development within the city’s existing urban boundaries;

WHEREAS, the Chedoke Creek watershed runs through the Chedoke Golf course lands;

WHEREAS, the City of Hamilton has adopted a Climate Change Action Strategy and a Watershed Action Plan; and

WHEREAS, open spaces like the Chedoke Golf Courses could assist in realizing climate goals of environmental stewardship, sustainability, low impact development, equity of green space while advancing the goals of the Watershed Action Plan.

THEREFORE BE IT RESOLVED;

That staff be directed to report back to the Emergency and Community Services Committee by Q1 2024 with the following information for the purpose of determining and ensuring that the Chedoke golf course lands serves the public interest in the best possible way:

- (i) An overview of the Golf Course Business Plan, including identified deliverables, outcomes achieved, and the Performance Analysis conducted in 2010 and 2015;
- (ii) For each of the three municipal golf courses:
 - (a) A financial review of operating revenues, expenditures and required capital investments;
 - (b) The number of rounds played, the percent of capacity and the number of unique golfers being served at each course over the past fifteen seasons and the net operating budget for each season;
 - (c) The existing environmental management of the golf courses including average volume of water and fertilizer/pesticides used per season;
- (iii) Emerging trends with the municipal golf industry including rates of play; and
- (iv) An overview of current and projected parkland needs, based on the City's Parks Master Plan, including City policies and targets as defined in the Parks Master Plan, Urban Forest Strategy, and Climate Action Strategy